

USAID/Tanzania

Results Review and Resource Request

R4 FY 2001

March 1999

## **Please Note:**

The attached FY 2001 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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## Memorandum

To: DAA/AFR Keith E. Brown

From: Lucretia Taylor, Director  
USAID/Tanzania

Subject: R4 2001-USAID/Tanzania

Enclosed is the R4 2001 for USAID/Tanzania describing progress made within our program during FY 1998 and outlining our resource requirements for FYs 2000 and 2001. The August 7 terrorist bombing of the U.S. embassy caused disruptions in our program as USDH staff devoted months to post-bombing assistance to the embassy and the community. Thanks however, to the continued attention and focus of our local staff most elements of our program remained on track and we are pleased to report significant accomplishments over the year taken in its entirety. We are also happy to report that mission morale remains high!

The commitment of our partners to the USAID/Tanzania strategy is fundamental to this progress and is enriched by the emergence across the portfolio of strategic alliances between the public and private sector. We view this as a cross-cutting theme of our program which we highlight in "The Program Overview" and in each strategic objective's "Results Review".

I recently attended a two day off-site with the country team where we discussed the contribution of the USAID program to the achievement of U.S. National Interests and Strategic Goals. The USAID/Tanzania program retains its strategic importance within the USG foreign policy framework, and is carefully linked to the Mission Performance Plan (MPP).

The USAID/Tanzania program is a dynamic one in which we make continuous adjustments to meet Tanzania's evolving development challenges and prospects. Of the Mission's 5 SOs (health, environment, democratic governance, private sector, and roads), the environment and private sector SOs are being revised at the SO level, the health SO has been revised at the IR level, and the Democratic Governance SO is developing new results packages. Concurrently, as reflected in this R4, the environment, private sector and roads objectives have met or exceeded targets, while the health and democratic governance objectives are in a transition state.

USAID/Tanzania wishes to acknowledge efforts made to streamline the time-consuming R4 process. However, even with the new "streamlined" approach we found the process as laborious as in previous years. I hope you will not abandon efforts to make this a less onerous undertaking.

Following is a set of issues which require action from USAID/Washington:

- A. OE Trust Funds: Diminishing reserves;
- B. Contracting Officer: Additional FTE requested in FY2000;
- C. FY2000 OE Request Level: \$1.24M over target level;

- D. FY2001 OE Request Level: Increased Trust Fund ceiling of \$135,000 and \$297,000 in appropriated dollars for a \$432,000 total over the target level;
- E. FY99 and FY00 ESF funding \$1.7M: Request for funding to support Tanzanian presidential elections; and
- F. Co-Location with the new American Embassy: Funding required.

**A. OE Trust Funds:** Since the last disbursement of NPA in 1996, the mission has had no resources for generating local currency --the sole source of trust funds for FSN salaries amounting to almost \$1 million annually. The problem of diminishing trust funds is not a new issue and will continue to be the Mission's *most pressing management and programmatic issue*. USAID/T has alerted USAID/W of the diminishing trust fund reserves since the 1996 Strategic Plan. In July 1998, USAID/Tanzania successfully negotiated with the GOT the extraordinary transfer of 90% of \$1.2 million in un-programmed interest earned from NPA local currency generations to the OE trust fund account. While this can legitimately be characterized as a negotiating triumph for our outstanding controller staff, it also reflects the value that the GOT places on our presence. Based on mission analysis, USAID/Tanzania presently has sufficient trust funds for FSN salaries through FY2002. Having done our part we now request **that USAID/W commit to augmenting our OE dollar budget once trust funds are depleted in FY2002.**

**B. Contracting Officer:** Given the size and nature of our program and the growing number of contracting actions per year which have been further increased by the post bombing supplemental funding, the Mission urgently requires a resident contracting officer. With no CO at post and an increasing workload, proper contracting methods and accountability are at risk. **Therefore, USAID/T is requesting an additional FTE for a Contracting Officer.**

**C. FY2000 OE request level:** The Mission has included an additional \$1.24M for:

Additional expenses for a USDH(Contracting Officer)	\$100,000
Office security upgrades	339,000
MD House renovations for damages caused by the bomb	500,000
MD residential lease	54,000
PSC guards	185,000
Water truck	65,000

Security Upgrades to USAID Building It has been proposed (decided) that USAID/Tanzania co-locate with the Embassy, once it has been constructed. In the meantime a range of security upgrades is required for our current office building. It is estimated that these upgrades will cost 339,000.

Director's Residence The residence for the USAID/Tanzania Mission Director, located next door to the former US Embassy, was severely damaged in the bomb attack. Reconstruction and renovations to the property which is USAID-owned have been estimated at roughly \$500,000

including architectural services, construction contract, materials and supplies, replacement generator, security equipment, etc.

PSC Guards The recent bombing highlighted problems with the current guard service. Over the years, the guards hired through the local guard contract have been our greatest vulnerability. USAID advocates changing to PSC guards hired and managed directly by the USG. This has been proposed to the Embassy and will be pursued through ICASS.

**D. FY2001 OE request level:** The request level is \$432,000 over the target level which consists of an increased Trust Fund ceiling of \$135,000 and \$297,000 in dollars. The TF ceiling increase is needed to cover a 20% salary increase for FSNs - the Mission has adequate trust funds to cover this salary increase - additional funding is not required at this time. The dollar increase of \$297,000 in appropriated dollars are those costs associated with an additional USDH Contracting Officer and with continuation of PSC guards for security purposes;

**E. FY99 and FY00 ESF funding of \$1.7M to support the FY2000 Tanzanian presidential elections:** In collaboration with the American Embassy, USAID plans to assist NGOs; provide capacity building assistance to the National Electoral Commission; and support women's political participation. Funding required: \$900,000 in FY99 ESF. Additionally, USAID/Tanzania requires \$800,000 in FY00 ESF funding for local and international election observers.

**F. Funding for Co-Location:** USAID/Tanzania will co-locate with the American Embassy once it is constructed o/a FY2003. The Foreign Buildings Operation (FBO) Team on the ground in Tanzania was told to include USAID in their plans for a new Embassy and that funding would be addressed in Washington. There will have to be an immediate commitment to fund these building costs with FBO in order for USAID/Tanzania's requirements to be included in the April 1999 Request for Proposal.

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## USAID/TANZANIA R4 2001

### Part I. Overview and Factors Affecting Program Performance

**OVERVIEW** During 1998, no major changes occurred in Tanzania's broad development context that would require adjustments to the Country Strategic Plan (CSP). The development environment for the USAID/Tanzania program has continued to improve in the context of macroeconomic and political reforms initiated by President Mkapa in 1995.

**Political:** Tanzania remains one of the few stable East African countries, however, continued ethnic tensions in the region and the potential expansion of the conflict in the Great Lakes states threatens this remarkable stability. Tanzania is noted for its acceptance of hundreds of refugees displaced by conflict in neighboring Rwanda, Burundi, and DROC at great political and economic costs. The refugee population has remained static in terms of absolute numbers over the last several months although there is considerable two-way traffic across borders. A range of potential flash-points have been identified but one that could result in violence is tension between supporters of opposing political parties on Zanzibar.

**Macroeconomic issues:** During 1998, Tanzania continued to grow despite drought in some parts of the country, which reduced basic food crop production. Major trends included GDP growth of 3.6% (compared to 3.3% in 1997), 8.1% growth in the manufacturing sector, an annual inflation rate of 11%, and increased foreign exchange reserves. In addition, the exchange rate remained stable. The GOT continued to meet performance targets of the IMF ESAF and World Bank SAC programs.

**Debt:** Tanzania's external debt is \$8.2 billion, of which less than \$30 million (including \$15 million of commercial debt) is owed to the United States. Most Tanzanian bilateral debt owed to the United States (nearly \$300 million) was cancelled between 1990 and 1993. If the on-going reforms are sustained until year 2001, Tanzania may be granted debt relief under the IMF/World Bank Heavily Indebted Poor Countries Initiative (HIPC).

**FACTORS AFFECTING PERFORMANCE** Despite staff shortages and the events of August 7, 1998, USAID/Tanzania has registered significant accomplishments in our program which consists of five strategic objectives--health, environment, democratic governance, private sector, and roads. The following factors have contributed to these achievements:

*Partnership Commitment:* The well-established tradition of ongoing dialogue with public and private sector partners during planning and implementation stages has resulted in broad ownership of, and support for, the USAID program. A strategic alliance is being forged between public and private sector in all of our programs to ensure sustainability of achievements.

*Donor Collaboration:* Well-coordinated donor collaboration enables the Mission's program to progress in a synchronized manner with other donor programs, enabling USG funds to have a broader impact throughout the country. While the level of U.S. assistance is relatively modest, USAID's contributions to key sectors and our leadership role in dialogue and strategic analyses are highly valued by Tanzanians. Active donor collaboration has led to significant improvement in Tanzania's enabling environment for private sector-led growth, health services, road work,

democratic governance, and business development.

*Program Integration and Synergy among Objectives:* Two inter-related themes run through the entire portfolio: 1) improved governance and 2) enhanced collaboration between the public, and non-governmental sectors to improve the well-being of Tanzanians. Synergies are being achieved through the efforts of all of the SO team to increase the capacity of civil society organizations (CSOs) to interface effectively with government to improve service delivery. Explicit linkages have been developed between the health and democratic governance programs where, for example, HIV/AIDS is also treated as a human rights issue. Similarly, linkages between the environment, private sector and roads programs are being established around the objective of improving agribusiness in Tanzania.

***Prior to August 7, 1998:*** The Mission was on track in implementing its approved CSP while grappling with a variety of humanitarian assistance activities: emergency food aid, influx of refugees, and the infrastructure losses caused by El Nino floods. Critical evaluations for the DG and Private Sector objectives had been scheduled.

***Post August 7, 1998:*** The events of August 7 put a halt to many program actions and further exacerbated the problems of staff shortages—the Mission's Program Officer had left in July and the Deputy Director position had just been eliminated. Pivotal program decisions, such as RF revisions, could not be made in a timely manner. Essential staff resources were diverted from program duties to provide support to hundreds of TDYers investigating the bombing and to relocate the American Embassy into temporary quarters. The Mission was appropriated \$9.231M in supplemental funds for assistance to bomb victims, infrastructure rehabilitation and disaster preparedness. The Mission diverted scarce staff time from regular program work to design activities and prepare obligation documents. These funds will be obligated through the Mission's Special Objective 6 –“Suffering of Bomb Victims Reduced and Future Disaster Preparedness Enhanced.”

**Significant Program Achievements:** The Results Framework for Health, SO1 and Democratic Governance, S03 have been revised. The S01 RF was revised at the IR level and documentation for approval within the Mission is being finalized. The S03 RF was presented and approved in last year's R4. PMPs for these SOs will be finalized this year. The Environment (S02) and Private Sector (S04) RFs are presently being reviewed for possible revision in 1999. Highlights of the past year include:

*Health (S01):* As a result of in-depth analysis and a participatory strategic planning process, the modified IRs represent an innovative and creative framework to build public and private sector responses to Tanzania's reproductive health needs; *Environment (S02):* The SO2 team forged greater Tanzanian ownership of the environment program and established a team charter that sets operational guidelines and behavior norms; *Democratic Governance (S03):* One of the most notable achievements was USAID's support to NGOs addressing sexual and domestic violence culminating in the passage of the “Sexual Offenses” bill, which provides severe punishment for offenders; *Private Sector (S04):* Two important funds--the Social Action Trust Fund (SATF) and Risk Management and Profit-Sharing (RMPS), the only funds of their kind in Tanzania which provide credit for micro and small enterprises, began implementation; *Roads (S05):* In response to the El Nino floods, USAID



obligated \$1 million in OFDA funds and almost \$1 million in local currency for emergency repair of rural roads destroyed by the heavy rains in five regions. The funds were used to repair 25 bridges thus restoring accessibility to the affected areas; and *Humanitarian Assistance*: USAID donated 20,000 MT of P.L. 480 Title II emergency food to defray suffering and hunger for over 1.4 million Tanzanians in regions facing food shortages due to drought, and then assisted 150 villages in two regions where crops were destroyed by El Nino flooding and pests.

*Presidential Initiatives*: USAID/Tanzania participates in two Presidential Initiatives: The Africa Trade and Investment Policy (ATRIP) program and the Greater Horn of Africa Initiative (GHAI). Under ATRIP, regulatory and tax policies, especially as related to increased investment in the mining sector are being investigated. GHAI supports ex-President Julius Nyerere's mediation efforts in the Arusha-based Burundi Peace talks. A conflict flashpoints study, also funded by GHAI, identified both the sources of stability in Tanzania to date, potential fault lines and made recommendations for programmatic interventions.

**Overall future prospects for progress:** The development prospects for Tanzania are highly favorable. Our program should be positively impacted by on-going public sector reforms, which should provide an environment more conducive to private sector-led economic growth. Once the GOT implements proposed major health reforms, access to quality health services should improve. The GOT is finally examining the institutional and legal framework for environmental management. Once reforms are undertaken, more transparent and participatory decision-making over natural resources should occur. The democratic transition remains slow but steady. A new policy for NGOs is being debated, limited constitutional debate is underway and addressing corruption remains a priority agenda item. On the USAID management side, trust funds have been successfully negotiated with the GOT and provide funding for FSN salaries through FY2002. Our recruitment efforts have succeeded and we expect to be fully staffed for all five Strategic Objectives by October 1999.

**Linkages with Mission Performance Plan:** The USAID/Tanzania program is strongly linked to the U.S. Strategic Plan for International Affairs and the U.S. Mission Performance Plan. Our program supports U.S. National interests and Strategic Goals in Democracy (SO3), Economic Prosperity (SO4/SO5), Humanitarian Response (SO5/SPO6), and Global Issues, Health and Environment (SO1/SO2).

## **Part II. Results Review**

### **SO1: Increased Use of Family Planning, Maternal and Child Health and HIV/AIDS Preventive Services**

**Summary:** SO1 promotes change in health-seeking behavior to reduce high fertility rates, high risk births, rising rates of HIV and other sexually-transmitted infections and to improve antenatal care and treatment of obstetric complications. USAID's work with the public sector and NGOs promotes public/private partnerships in order to increase both the quality and demand for reproductive and child health services. The ultimate customers of this SO are Tanzanians of reproductive health age and children under five years.

**Key Results:** Intermediate Results (IRs) concentrate on three reproductive and child health targets: 1) Policy and legal environment improved; capacity for public sector response to, and civil society organizations' advocacy for reproductive health policy will be built. 2) Availability of quality services increased; public sector and NGO ability to provide quality services will be fostered by increasing capacity to provide information and services, improving practitioner skills, and increasing sustainable management practices. 3) Demand for specific quality services increased; USAID will promote customer knowledge of reproductive and child health and stimulate positive change in societal support for the use of reproductive and child health services.

**Performance and Prospects:** SO1 is in transition. Changes in the health sector driven by the government's health sector reform program provoked a review of the results framework (RF) in 1998. Through a participatory process with public sector and NGO partners, other donors, REDSO/ESA and USAID/Washington, revisions were made at the IR level, with the SO remaining unchanged. The revised Performance Management Plan (PMP) will be completed during FY 1999.

Annual progress of the SO is measured by Couple Years of Protection (CYPs) dispensed. CYPs increased by 10% over last year (Table 1). This indicator did not meet the planned target for 1998 but a careful review of the indicators during the RF revision process established that the 1997 baseline figure was higher than the 1997 actuals. The annual increase in CYP of 10% indicates that the SO is on track; out-year targets have been appropriately adjusted. USAID is concerned that contraceptive supply may be disrupted by health sector reform efforts beginning in July 1999. The changes in health managers' job descriptions and supply and supervision systems in pilot districts have revealed systemic weaknesses, including supply channels for vaccines and contraceptives. USAID and other donors will help the Ministry of Health (MOH) to develop a uniform district-level supply system to address these problems. NGOs' increased role in the delivery of reproductive and child health services as demonstrated by the 30% increase in CYPs at their sites may cushion any negative impact from disrupted public supplies.

**IR1: Policy and Legal Environment Improved.** This IR addresses the weak policy and legal environment for reproductive health in Tanzania, particularly in the area of HIV/AIDS. As reported last year, there continues to be limited overt political commitment to fight HIV/AIDS. This is demonstrated by the continued lack of decision-making on the appropriate organizational home for the National AIDS Control Program and the inactivity of the National AIDS Committee which has

yet to meet this year, (the multi-sectoral body ensuring a national response to the epidemic). Two USAID supported activities in 1998 stimulated high-level political support. USAID was a key donor in the development of the third Medium-Term Plan for HIV/AIDS/STDs, the Government of Tanzania's (GOT) strategy document which defines priority interventions for the next five years. USAID was also the primary donor for the first National Scientific Conference on HIV/AIDS in Tanzania. The conference provided a platform to disseminate the GOT's strategy for HIV/AIDS to over 700 individuals, including media representatives. It also provided a forum for critical debate on pertinent issues and highlighted the lack of political support within the GOT. Subsequently, both the President and Prime Minister gave their first public remarks about HIV/AIDS in Parliament. These remarks, while significant, do not signify a sustainable commitment, and further advocacy work needs to be undertaken both within and outside of government.

**IR2: Availability of quality services increased.** IR2 targets three areas: 1) increasing the provision of information and services; 2) increasing practitioner skills and knowledge, and 3) improving management and increasing management effectiveness. USAID is making good progress in reaching sub IR 1.2.2 (increased practitioner skills and knowledge) through the Reproductive and Child Health Unit (RCHU) of the MOH. (See Table 2). The Unit's ability to better manage for results is illustrated in how they used the 1996 DHS. The data showed a large gap between rural and urban CPR levels; fewer health centers and dispensaries in rural areas were found to have at least one trained reproductive health service provider. Therefore RCHU targeted staff based in rural dispensaries and health centers for training. Of 1095 providers trained in Integrated Reproductive and Child Health Clinical Skills in 1998, 75% were based in rural locales, thereby increasing availability of quality reproductive health services to these under-served areas.

Marie Stopes Tanzania (MST) provides a good example of effective management of quality reproductive and child health services (Sub IR. 1.2.3). USAID provided critical technical assistance to MST, in the training and utilization of a management tool for cost-revenue analysis. By analyzing unit costs for specific services, MST realized cost savings in improved utilization of staff time and increased the percent of cross-subsidization within and among clinic sites. MST now more effectively examines income-to-cost ratios and re-invests revenues into the direct recurrent costs of service delivery. This improved management capacity resulted in an accelerated expansion from 6 to 15 clinics.

**IR3: Demand for Specific Quality Services Increased.** In order to achieve increased client demand, SO1 activities focus on increasing customer knowledge and improving the climate of societal support for specific reproductive and child health services. Integration of reproductive and child health services in both government and NGO facilities is a GOT long-term objective. At the IR level, client demand for services continues to improve as reflected in an increase in the number of new users of family planning, child health visits, as well as STD services reported from family planning/MCH facilities. This data suggests that STD management and child health services are being effectively integrated into family planning/MCH clinics. Total new users of modern family planning methods increased by 20% (Table 3) while new users at NGO facilities jumped by 75% from 72,536 to 126,888. Similarly, there was a 77% increase in the number of client visits for STD, HIV or AIDS services among NGO partners. Both public and NGO service providers report an increased ability to meet demand for child survival related interventions. Growth monitoring visits in

the public sector increased by 14% and by 46% in Pathfinder NGOs.

Although the above demand indicators have increased, Social Marketing of Condoms has remained relatively flat, with only a 4% increase (Table 4). The Mission is concerned with the lack of significant progress in 1998 which is partly explained by two factors: 1) the disruption caused by El Nino rains on transport systems during the first six months of 1998; and 2) the introduction by the local PSI office of four new products into the market (bed-nets, female condom, hormonal contraceptives, and a higher priced male condom). To address USAID's concerns about the expansion, PSI conducted a management assessment and implemented recommended changes in staff and organizational management. PSI has also developed a new marketing strategy to improve condom sales. PSI and USAID will be monitoring condom sales closely in 1999 to determine whether further analysis of client demand and further changes in the marketing strategy are required.

**Possible Adjustments to Plans:** USAID worked closely with government, NGO and donor partners on a revised strategy. The result is a cohesive and comprehensive program that provides greater support to the NGO sector to increase its capability to respond to Tanzania's reproductive health needs. The strategy further supports changing central level roles of the MOH to provide policy direction and ensure quality reproductive health service provision rather than program implementation. Mission documentation of the approval process for the revised RF is being completed and a copy will be forwarded to Washington. USAID will be implementing the revised strategy through a new NGO program: Alliances for Public/Voluntary Partnerships in Health. Further, an upcoming review of USAID public sector support will ensure that SO1 efforts are strategically placed and reinforce ongoing health sector reforms. Finally, USAID will implement a National Reproductive and Child Health Survey (formally TKAPS) which should provide preliminary data for next year's R4.

**Other Donor Programs:** USAID continues to partner with the Netherlands in condom social marketing, has undertaken discussions about a joint program of support with DFID in social marketing of hormonal contraceptives, and supports the public sector family planning program with UNFPA, GTZ, and DFID. In 1998, JICA agreed to support the expansion of voluntary counseling and testing for HIV/AIDS by NGOs in Tanzania by supplying HIV test kits. Now, USAID and JICA are defining additional potential areas for collaboration under the USAID/Japan Common Agenda program.

**Principal Contractors, Grantees or Agencies:** MOH, Pathfinder International, Family Health International, AVSC International, Population Services International, Management Sciences for Health, John Snow Incorporated, Johns Hopkins University, University of North Carolina, University of Michigan; CARE, AFRICARE, MACRO International and local NGOS.

# STRATEGIC OBJECTIVE 1: TABLE 1

<b>OBJECTIVE:</b> Increased Use of FP/MCH and HIV/AIDS Preventive Measures			
<b>APPROVED:</b>			
<b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>RESULT:</b> Increased use of FP/MCH and HIV/AIDS preventive measures (SO1.0)			
<b>INDICATOR:</b> Couple-Years of Protection (CYP) dispensed			
<b>UNIT OF MEASURE:</b> CYPs	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Reproductive and Child Health Unit/MOH (RCHU), UMATI (Family Planning Association of Tanzania), Pathfinder, Marie Stopes Tanzania	1997 (B)	a) 749,000	a) 610,789 b) 169,062
<b>INDICATOR DESCRIPTION:</b> Couple-Years of Protection (modern methods) is the estimated amount of protection provided by family planning services during a one-year period, based on the volume of contraceptives dispensed to clients during that period. CYPs are calculated by multiplying the quantity of each method distributed by a method-specific conversion factor, which yields the estimated overall protection (in couple-years) from all methods combined.  The total CYP for (a) includes CYP figures from both RCHU and all NGOs (USAID-supported and non-USAID supported). Figures for (b) represent CYP dispensed reported by USAID-supported NGO partners. The number of socially-marketed condoms distributed is <u>not</u> included in the total because data for socially marketed condoms is only available for the retail-level of distribution, not at the client-level. Data for socially marketed condoms is presented in a separate indicator.  <b>COMMENTS:</b> Values for this indicator are based on a July through June calendar year. For example, the results listed for 1997 are from July 1, 1996 to June 30, 1997.  Calculations for CYP were interpreted and calculated differently by partners prior to 1997. With the SO1 refinement of the PMP in 1998, the calculations and definitions have been standardized among partners. The 1997 value was re-calculated based on more standardized calculations and uniform reporting by partners. SO1 revised target levels in 1999 to bring them in line with the revised 1997 value. The annual rates of CYP increase were maintained.	1998	a) 826,670	a) 671,587 b) 219,714
	1999	a) 748,000	
	2000	a) 819,000	
	2001	a) 892,800	
	2002	a) 968,600	
	2003 (T)	a) 1,046,100	

## STRATEGIC OBJECTIVE 1: TABLE 2

<b>OBJECTIVE:</b> Increased Use of FP/MCH and HIV/AIDS Preventive Measures <b>APPROVED:</b> <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>SUB-INTERMEDIATE RESULT:</b> Practitioners' skills and knowledge increased (IR 1.2.2)			
<b>INDICATOR:</b> Providers trained in reproductive health clinical skills			
<b>UNIT OF MEASURE:</b> Number  <b>SOURCE:</b> Reproductive and Child Health Unit/MOH (RCHU).  <b>INDICATOR DESCRIPTION:</b> Annual number of service providers trained in clinical skills for reproductive health. Through 1997, USAID supported provider training in a Basic/Comprehensive Clinical Skills curriculum. In 1998, a revised and expanded curriculum, Integrated Reproductive and Child Health Clinical Skills, was introduced.  <b>COMMENTS:</b> Values for this indicator are based on a January through December calendar year.  Training targets for service providers trained are currently being calculated by RCHU.  The introduction of the revised and expanded curriculum establishes a new baseline of measurement.	<b>YEAR</b>	<b>PLANNED**</b>	<b>ACTUAL</b>
	1997		560
	1998 (B)		1095
	1999		
	2000		
	2001		
	2002		
	2003 (T)		

### STRATEGIC OBJECTIVE 1: TABLE 3

<b>OBJECTIVE:</b> Increased Use of FP/MCH and HIV/AIDS Preventive Measures <b>APPROVED:</b> <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>INTERMEDIATE RESULT:</b> Demand for specific quality services increased (IR 1.3.0)			
<b>INDICATOR:</b> New users of modern family planning			
<b>UNIT OF MEASURE:</b> Number of new users  <b>SOURCE:</b> Reproductive and Child Health Unit/MOH (RCHU), UMATI (Family Planning Association of Tanzania), Pathfinder, Marie Stopes Tanzania.  <b>INDICATOR DESCRIPTION:</b> New users are clients who accept a modern FP method for the first time.  The total number of new users (a) includes figures from both RCHU and all NGOs (USAID-supported and non-USAID-supported). Figures for (b) represent new users reported by USAID-supported NGO partners.  The number of new users of socially-marketed condoms is not included in the total, because this data is not available.  <b>COMMENTS:</b> Values for this indicator are based on a July through June calendar year. For example, the results listed for 1997 are from July 1, 1996 to June 30, 1997.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)	---	a) 629,639 b) 72,536
	1998	---	a) 752,776 b) 126,888
	1999	a) 852,776	
	2000	a) 952,776	
	2001	a) 1,052,776	
	2002	a) 1,152,776	
	2003 (T)	a) 1,252,776	

# STRATEGIC OBJECTIVE 1: TABLE 4

<b>OBJECTIVE:</b> Increased Use of FP/MCH and HIV/AIDS Preventive Measures <b>APPROVED:</b> <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>INTERMEDIATE RESULT:</b> Demand for specific quality services increased (IR 1.3.0)			
<b>INDICATOR 1.3.0:</b> Socially-marketed condoms distributed to wholesale outlets			
<b>UNIT OF MEASURE:</b> Number of condoms <hr/> <b>SOURCE:</b> Population Services International (PSI) <hr/> <b>INDICATOR DESCRIPTION:</b> Number of socially-marketed condoms distributed by PSI to service outlets. <hr/> <b>COMMENTS:</b> Data is calculated for the calendar year January through December  Sales targets for 1999 through 2001 were re-adjusted by PSI based on leveling trends and multiple year data.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)	---	11,540,736
	1997	14,000,000	11,123,389
	1998	18,000,000	11,618,496
	1999	18,000,000	
	2000	20,000,000	
	2001	22,000,000	
	2002	NA	
	2003 (T)	NA	



## **SO 2: FOUNDATION ESTABLISHED FOR ADOPTION OF ENVIRONMENTALLY SUSTAINABLE NATURAL RESOURCE MANAGEMENT PRACTICES IN TANZANIA**

**Summary:** The purpose of this strategic objective is to stem the loss of biodiversity by advancing environmental policies, legislation and improved natural resource management practices in selected areas. Within the context of Tanzania's evolving policy environment in the natural resources sector, four management systems have been identified for assistance: 1) the network of national parks; 2) the national system of game reserves as a second and more widespread network of protected areas; 3) community-based approaches in areas adjacent to protected areas on lands owned by communities and supported by local districts; and 4) integrated coastal management (ICM) at both the national and local levels. The ultimate customers are local communities around targeted protected areas. Cross cutting the SO is an emphasis on forging new alliances between the state and civil society, and establishing a reform process that is participatory and transparent.

**Key Results:** Three key intermediate results are necessary to achieve the SO: 1) a policy framework established for sustainable natural resources management resulting in a wildlife conservation and utilization policy, environmental policy, and integrated coastal management policy; 2) institutional strengthening and technical capacity for analysis built, particularly those of NGOs, local authorities and government departments involved in NRM; and 3) NRM applications identified, tested, and implemented in pilot areas.

**Performance and Prospects:** SO2 is generally on track: it met or exceeded expectations for two IR indicators, and fell short on one IR indicator. An on-going issue in Tanzania is the confused state of the institutional and legal framework for environmental management at both local and national levels. To address this, the Vice President's Office, with funding from the World Bank and USAID, is conducting a review of the sector to identify options for improved coordination and collaboration between public and private stakeholders.

Against this difficult backdrop, the SO2's expanded team building accomplishments are noteworthy and may serve as a model for future efforts to bring together stakeholders with differing interests in natural resource management. A common vision and work plan now exists for the more than 10 partner organizations (public, private, NGO, PVO and university) under four management regimes who are working together to achieve results agreed upon under the SO2 RF. One SO2 - supported institution (Sokoine University of Agriculture) now has the capacity to begin working effectively at a national level. Selected field-tested NRM applications are beginning to show conservation impact and increase incomes for our customers.

**IR 2.1 Policy Framework for Sustainable NRM Established.** The SO met its targets for this IR. Using the E/NRM Policy Index as the indicator for measuring progress, three additional points were earned in 1998, bringing the total to seven, the IR performance target (see Table 2.1). The points were earned as a result of the following achievements: The Wildlife Policy was approved by Cabinet, the Mariculture Guidelines were endorsed by the Directors responsible for coastal activities from several Ministries, and the Integrated Coastal Management Policy was approved by relevant Ministries.

USAID efforts to reform the legal and institutional framework for the wildlife sector, begun under the Planning and Assessment for Wildlife Management Project (PAWM) in 1991, and subsequently

shelved for several years, have finally borne fruit. Approval by Cabinet of the PAWM supported Wildlife Policy, which promotes the concept of community management of wildlife through the creation of Wildlife Management Areas, is a significant step for the GOT because it acknowledges the importance of collaboration with resource users for use and conservation. An equally important step is the decision by the Ministry of Natural Resources and Tourism (MNRT) to use the PAWM recommendations to restructure the Wildlife Department (WD) as an Executive Agency. This will lead to improved management of wildlife, greater responsiveness to stakeholders and greater fiscal transparency. Next steps are to translate the Wildlife Policy into legislation.

Spurred by the controversy over the large Mariculture activity proposed by an investor in the Rufiji Delta, all the government agencies responsible for coastal resources management met, drafted and adopted two significant policy documents this year. The Mariculture Guidelines specify requirements for siting, construction, and improved monitoring especially for large projects. The Integrated Coastal Policy was approved by the line ministries in record time (less than a year) as all relevant sectors were involved from the beginning (usually it takes more than two years). Once approved by Cabinet, Tanzania will be the first country in the Western Indian Ocean to put into place a coastal governance system and to comply with the Nairobi Convention and Arusha Resolution that call for national coastal management programs. The challenge for 1999 is to achieve approval of the ICM Policy by Cabinet. Next steps for the Mariculture Guidelines are to draft legislation and begin implementation of the guidelines.

**IR2.2 Institutional and Technical Capacity for Analysis Built.** SO2 had not planned to report on the indicator for this IR in 1998, anticipating that it would be too soon to show results from capacity-building efforts. USAID's performance has exceeded the team's expectations as documented by the mid-term evaluation of the Cooperative Agreement with Tuskegee University (TU) and Sokoine University of Agriculture (SUA). The evaluation stated that the approach used to create institutional capacity at SUA should be viewed as a USAID success story and serve as a model for other university linkage projects. Furthermore, the approach adopted by SUA to deliver integrated CBNRM was also a model and should be replicated elsewhere.

Phase I (1990-1995) focused on internal institution building at SUA. The impact of Phase II (1995-2000) activities demonstrates that SUA is now performing its intended role as a national agricultural university. Through a farming systems approach, researchers and farmers have collaborated to apply new production techniques that are environmentally enhancing or promote conservation efforts among seventeen communities in Morogoro region. Of particular importance are new fish farming and bee-keeping techniques which can be replicated at other SO 2 sites. Also of relevance to other SO programs are the innovative activities SUA has designed to reduce conflict between communities and wildlife in protected area buffer zones. Of significance is the time it has taken to achieve this success which will be factored into management decisions about other institutions to support under SO 2.

It is too soon to report results on institutional strengthening of other partners. However, three institutional assessments, one CBO and one NGO and one GOT agency, were undertaken which are guiding management decisions for 1999. Additionally, based on previous advice made to the Wildlife Department, they have adopted a performance based budgeting system as part of their new operating procedures.

**IR 2.3 Appropriate NRM Approaches and Technologies Identified, Field-tested, and**

**Implemented in Pilot Areas:** The indicator for this IR is "Number of Mariculture activities that are operating under certified best practices" with a target of 3. The target was not met. The SO2 Mariculture Working Group discovered that there were several steps that needed to be completed before establishing "best practices". It took longer than anticipated to reach agreement on the "best practices" due to weak technical capacity and initial disagreement over the content. The "best practices" will be developed during 1999.

SUA has introduced new production techniques that are environmentally enhancing or promote conservation efforts among seventeen communities in Morogoro Region. A good example of the linkage between IR 2.2 and 2.3 is SUA's promotion of fish ponds in three villages. SUA identified techniques whereby water could be used for irrigation as well as channeled into ponds that were stocked with Tilapia. Soil erosion has been reduced through better land use practices for agriculture, incomes have increased through sales of fish, and nutritional status of families is improving, a GHAI objective.

**Possible Adjustments to Plans:** As originally designed, our strategy to stem the loss of biodiversity through conservation of natural resources remains valid. However, SO2 partners have noted over the last year that the SO and RF require modification to better integrate program activities and to reflect revised causal linkages based on experience to date. USAID expects to submit a revised SO, RF and PMP for approval in FY 1999.

**Other Donor Programs:** The Mission chairs a monthly meeting of donors where progress on environmental issues which support and inform SO2 activities is tracked. The SO 2 Team meets every other month with all major donors working in the wildlife and coastal sectors. Consensus among donors has emerged on key policy dialogue themes including devolving greater user rights and resource management responsibility to communities, reduced "forced accounts" for infrastructure improvements in protected areas, and greater involvement of the private sector in provision of tourist services in national parks.

**Major Contractors and Grantees:** Peace Corps, U.S. Department of Interior, University of Rhode Island, Tuskegee University, African Wildlife Foundation, Africare, World Wildlife Fund, International Resources Group, and Management Systems International.

## STRATEGIC OBJECTIVE 2: TABLE 1

<b>Strategic Objective 2:</b> Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management Practices in Tanzania <b>APPROVED:</b> 1996 (State 180452) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>RESULT NAME(IR 2.1):</b> Policy framework for sustainable NRM established.			
<b>INDICATOR (2.1):</b> Environment/Natural Resource Management Policy Index			
<b>UNIT OF MEASURE:</b> Index composed of one point for each major step toward a fully functioning E/NRM policy framework.  <b>SOURCE:</b> Records from Vice President's Office, Ministry of Natural Resources and Tourism, and TCMP records.  <b>INDICATOR DESCRIPTION:</b> The indicator measures progress toward a fully functioning E/NRM policy framework. A point is awarded as progress is made on each policy/guideline for each of the steps listed below (a-e). Scoring is cumulative. a) Selected E/NRM policies drafted and approved by relevant Ministry or other body b) Selected E/NRM policies approved by Cabinet or other relevant body c) Selected E/NRM laws or procedures drafted d) Selected E/NRM laws passed by parliament e) Selected E/NRM laws implemented and enforced  <b>COMMENTS:</b> Target met. Last year's environmental policy (a,b,c -3 points) and wildlife policy (a-1 point) totaling to four points. In this reporting year the Wildlife Policy was approved by Cabinet (b -1 point), the integrated coastal policy framework was drafted and approved by relevant ministries (a-1 point), and the Directors responsible for ICM from several Ministries (a-1 point) endorsed the mariculture guidelines, for a total of 3 points. Next year we expect to move wildlife policy to step c, integrated coastal policy to step b and mariculture guidelines to step b.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	4	4
	1998	7	7
	1999	10	
	2000	13	
	2001	15	

## STRATEGIC OBJECTIVE 2: TABLE 2

<b>Strategic Objective 2:</b> Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management Practices in Tanzania <b>APPROVED:</b> 1996 (State 180452) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>RESULT NAME (IR 2.2):</b> Institutional and technical capacity for analysis built			
<b>INDICATOR (2.2):</b> Number of Tanzanian institutions strengthened to improve NRM/E in Tanzania.			
<b>UNIT OF MEASURE:</b> Number (of Institutions) <b>SOURCE:</b> Partner organizations engaged in strengthening programs.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>INDICATOR DESCRIPTION:</b> We are working with key institutions to improve their administrative and technical capacity to make them more effective partners in planning, managing, and implementing NRM programs and policies. Organizations to be strengthened include NGOs, CBOs, local authorities, resource user groups, and departments in government. Currently we are working with the Division of Environment, the National Environment Management Council (NEMC), Tanzania National Parks (TANAPA), Wildlife Division, Sokoine University of Agriculture, the Lawyers Environmental Action Team (LEAT, and Inyuat e Maa, a Maasai CBO.) Scoring is cumulative.	1997	N/A	0
	1998	0	1
	1999	2	
	2000	7	
	2001	10	
	2002	13	
<b>COMMENTS:</b> As described in the narrative, SUA is performing well and the delivery of CBNRM activities at the village level attests to the success of the activity. The student exchange program is contributing to capacity building supported by the excellent faculty exchange program. Next year, the SO 2 team will work with SUA to determine if they can provide expertise in specific areas around Lake Manayara-Tarangire Complex to improve agricultural productivity and to reduce soil erosion, especially in the highlands above Lake Manayara. Additionally, SUA will revise its performance indicators to monitor implementation more effectively.			

## STRATEGIC OBJECTIVE 2: TABLE 3

<b>Strategic Objective 2:</b> Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management Practices in Tanzania <b>APPROVED:</b> 1996 (State 180452) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>RESULT NAME (IR 2.3):</b> Appropriate NRM approaches and technologies identified, tested and implemented in pilot areas.			
<b>INDICATOR (2.3c):</b> Number of mariculture activities that are operating under certified best practices.			
<b>UNIT OF MEASURE:</b> Number of mariculture activities certified as following best practices guidelines/total number of significant scale mariculture operations.  <b>SOURCE:</b> TCMP (Tanzania Coastal Management Partnership) certification and records.  <b>INDICATOR DESCRIPTION:</b> TCMP is introducing a set of best practices. It will visit mariculture operations to assess the degree to which these practices are being followed.  <b>COMMENTS:</b> While our target was not met, important progress was made. The TCMP continues to build institutional and analytical capacity of all coastal management stakeholders by promoting a cross-sectoral and transparent process for ICM policy and mariculture development. This process resulted in the establishment of technical standards pertaining to environmental impact assessment (EIA) to improve the decision-making process for approval of mariculture activities. In the past, political decisions were made (last year on a large-scale shrimp production activity) without comparing the EIA to any type of technical standards. In the future, a more informed decision based on evidence and measured against standards should make it more difficult for the political decision to be made. Having certified "best practices" by the private sector will also provide the incentive for EIA compliance.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	N/A	0
	1998	3	0
	1999	3	
	2000	4	
	2001	5	
	2002	6	

### **SO3: Civil Society and Government are More Effective Partners in Governance**

**Summary:** SO3 promotes partnership between civil society and the Government of Tanzania (GOT) for improved governance at both local and national levels. Specifically, SO3 seeks to legitimize the role of civil society organizations (CSOs) as development partners with government institutions. Achievement of this SO will result in more effective partnerships, more capable CSO representation, and more responsive government institutions. The ultimate customers include targeted government institutions and CSOs. The principal beneficiaries are the men and women of Tanzania who will benefit from a more responsive government as well as more effective and active representation from CSOs on their behalf.

**Key Results:** Three key IRs have been identified to achieve the SO: (1) Targeted Civil Society Organizations (CSOs) effectively represent public interests to government on selected issues. CSO capacity will be built in the areas of internal democratic practice, development management and policy advocacy; (2) Targeted government institutions are more responsive to public concerns on selected issues. GOT agencies will be targeted for capacity building assistance which aims at reinforcing a customer service orientation; and (3) The enabling environment supports CSO-government partnership in governance. The mission will closely monitor legal and regulatory reforms in the political system.

**Performance and Prospects:** This is a transition year for SO3. Following approval of the new RF in the FY 2000 R4, the Mission undertook formal evaluations of all SO3 activities to determine which should be included under the new framework. Some activities have been dropped and others are being reconfigured to contribute to the new RF. Since the new Results Packages and PMP have not been completed, the indicators reported on in the narrative and tables are transition indicators which were reported on last year yet remain useful measures of progress under the new RF. They demonstrate that solid results have been achieved by on-going activities which will be continued, but modified based on lessons learned. For the three Sub-IR indicators which may possibly carry-over, targets were met or exceeded.

#### **I.R. 3.1.1 Targeted CSOs capacity to more effectively represent public interests strengthened:**

The two indicators: "Number of journalists that are members of press clubs" and "Number of press clubs established" as shown in tables 3.1 and 3.2 respectively, demonstrate progress under this IR. The target for press club membership was exceeded (target - 190, actual - 230). The target for number of press clubs in existence (14) was met. Increased memberships in press clubs indicates that these professional organizations are playing a valuable role for their members as CSOs. Press clubs continue to defend their members when journalists are harassed or jailed due to allegations by Government officials or private businessmen that news reports printed misleading information. Some press clubs are providing journalism instruction to improve the capacity of their members. In addition, the press clubs have created a Union of Press Clubs in order to improve their ability to network and lobby government on issues related to the press and other public concerns.

The DG Sector Reassessment (April 1998) reaffirmed that the media as a CSO has been highly effective in dealing with issues of corruption and in increasing public knowledge about social, economic and political issues. The December (1998) evaluation also confirmed this and

recommended continued support for the media, particularly since USAID has been the lead donor assisting the press clubs. The new RF will strengthen the capacity of Tanzanian CSOs including media organizations, to move beyond their traditional role of service provider into a more activist one articulating and representing citizens' interests.

#### **IR3.1.2: Consultative mechanisms promote public dialogue on selected issues:**

The Tanzania Media Women's Association (TAMWA) identified violence against women as a governance issue which led to USAID support for a variety of TAMWA interventions with the GOT. For example, TAMWA held workshops to sensitize the public, specifically the police, on the issue of sexual and domestic violence against women. Police officers from twenty regions made commitments to change the treatment of women who have suffered sexual crimes. Procedural changes have already been made in twelve regions. Effectively using their media connections, TAMWA generated publicity about these workshops causing considerable public debate about issues of sexual violence and generated support for a Sexual Offenses Bill. With USAID and other donors' support, TAMWA lobbied Members of Parliament and the bill was passed in record time (in less than six months) in June 1998. The efforts of TAMWA, along with the Tanzania Gender Networking Program (TGNP) and other NGOs to include women's issues in the recently passed Land Bill had mixed success. For example, for the first time the law gives women the right to own land. However, existing customary laws which often deny female access to land have remained in the bill creating the likelihood of continued legal battles over land pending resolution of conflicting provisions of the two aspects of the bill. Without the lobbying by NGOs though, it is unlikely these issues would have been addressed.

The December evaluation confirmed that women's legal rights activities showed results and suggested that the Mission select a limited number of CSOs and increase the level of institutional strengthening support provided. Since capacity building in the abstract is not as effective as developing capacity to solve specific problems, the SO team has identified issues around which it proposes to support CSOs' efforts under the new RF.

#### **IR 3.2.3 More effective resolution of disputes by targeted government units:**

In table 3.3, the indicator "Number of cases settled through ADR" is being used to demonstrate progress under IR 3.2.3. The target of 100 was exceeded by 2. The December evaluation favorably reviewed ADR activities in Tanzania which have been undertaken almost exclusively through USG assistance. It noted that customer surveys indicate general satisfaction with the approach by defendants, plaintiffs and their lawyers. There has been a greater acceptance of ADR by Tanzanians, and neighboring countries are following Tanzania's progress and have expressed interest in this approach. The Chief Justice has been one of the most outspoken government officials espousing legal and political reform in the country and support for ADR. USAID will continue to consolidate work in ADR and explore how to meet the growing interest on the part of CSOs and the legal profession to explore different alternative dispute resolution approaches in Tanzania.

**IR. 3.3 The enabling environment supports CSO-government partnership in governance:** To help obtain the required enabling environment, the Mission has taken the lead in coordinating donor assistance for the NGO Policy process. A national steering committee has been formed with NGO and government representation to address the lack of a clear NGO policy in-country and to propose



new legislation to replace the outdated and incoherent registration procedures and laws currently in effect. A strategically-timed study tour to the USA for Committee members, funded by USAID, provided insight into the separation of powers and the role of NGOs/PVOs in the US. The result of this tour was a more liberal 4th draft version of the policy. USAID is working closely with the committee and other donors to establish a rational process for eliciting broad stakeholder participation in the drafting of the final policy and a new NGO Bill. Strategic interventions will also be made to build political support so a more liberal and participatory version will be approved by the Cabinet and Parliament.

In response to public demand for constitutional reform, the GOT issued a White Paper which proposed only limited changes. With USAID and other donor support, a public discussion process was launched in a televised debate in which a well-known U.S. Judge participated. USAID funded wide distribution of the White Paper and the constitution which helped stimulate discussion throughout the country. CSO-led discussions about the White Paper are expanding the debate to broader constitutional issues. Other "enabling environment" issues which are likely to be identified for support under this IR include freedom of the press and freedom of association, which impact on the partnership between CSOs and government.

**Possible Adjustment to Plans:** It is anticipated that the next year will be spent on team building of the core SO team, final design of results packages and refinement of the PMP. National and local elections will be held in October 2000. The SO team has requested additional funds to engage in election-related activities beyond the scope of the RF. It is anticipated that planning for and participation in the elections will require intensive staff time which could substantially slow-down implementation of regular programs.

**Other Donor Programs:** A range of donors, with whom USAID partners, provide assistance to NGO programs, train the media, support the NGO policy process, finance constitutional debate activities and assist the judiciary. USAID's SO3 is an explicit, well-articulated strategy for improving the partnership between the government and the public. This positions USAID to play an important role in encouraging other donors to think more strategically about governance issues.

**Major Contractors and Grantees:** Under the previous RF, USAID worked with USIS (PASA ended August 1998), and seven local NGOs including TGNP, TAMWA, and the Women's Legal Aid Center. Associates in Rural Development as well as Development Alternatives, Inc. assisted the team during the redesign of the RF. New arrangements will be identified for implementation of the new RF.

### Strategic Objective 3: Table 1

<b>OBJECTIVE 3:</b> Civil Society and Government are More Effective Partners in Governance <b>APPROVED:</b> 1998 (State 195477) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>SUB-INTERMEDIATE RESULT:</b> Targeted CSO Capacity to More Effectively Represent Public Interests Strengthened (IR 3.1.1)			
<b>INDICATOR:</b> Number of Journalists that are Members of Press clubs			
<b>UNIT OF MEASURE:</b> Number <b>SOURCE:</b> National Level Data  <b>INDICATOR DESCRIPTION:</b> Number of journalists registered as members of USAID-supported Press clubs. This sub-IR will strengthen the capacity of a selected number of CSOs addressing a range of sectoral and macro-governance issues to undertake effective and sustained policy advocacy. Press Clubs are one type of CSO which represent public interests - both the interests of its members and also broader public issues. The more journalists registered in press clubs leads to more viable and legitimate CSOs.  <b>COMMENTS:</b>  The 1998 target for this indicator was greatly exceeded. This suggests that Press Clubs are rapidly becoming viable CSOs more rapidly than expected.  There are about 850 journalists in Tanzania. Over 600 are qualified with press cards meaning they have a degree in any field and at least one year of on-the job training. Press club members include both qualified and unqualified journalist. An important service the clubs are providing is professional training in order to increase the pool of qualified professional journalists to provide better coverage of issues and disseminate information more widely and accurately.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		100
	1997	150	177
	1998	190	230
	1999	200	
	2000	210	

### Strategic Objective 3: Table 2

<b>OBJECTIVE 3:</b> Civil Society and Government are More Effective Partners in Governance <b>APPROVED:</b> 1998 (State 195477) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>SUB-INTERMEDIATE RESULT:</b> Targeted CSO Capacity to More Effectively Represent Public Interests Strengthened (IR 3.1.1)			
<b>INDICATOR:</b> Number of press clubs established			
<b>UNIT OF MEASURE:</b> Number  <b>SOURCE:</b> National level data  <b>INDICATOR DESCRIPTION:</b> Number of press clubs in existence.  This sub-IR aims to strengthen the capacity of a select number of CSOs addressing a range of sectoral and macro-governance issues to undertake effective and sustained policy advocacy. Press Clubs are professional organizations for journalists which provide membership services such as training. They also represent their members on governance issues and lobby about broader public concerns.  An increase in the number of press clubs indicates that existing clubs are providing valuable services to members and the public. It is anticipated that an undetermined number of press clubs will be created. Thus, it is not just an increase in absolute number of clubs that is important, but also an increase in quality of their services to members and the public.  <b>COMMENTS:</b> The press clubs are becoming stronger, more confident organizations with journalists who are more knowledgeable about their profession and their role in society. Journalists have formed an informal fraternity which allows them to be more active in exposing the ills of society in which they live.	<b>YEAR</b>  1996(B)  1997  1998  2000	<b>PLANNED</b>    12  14  15	<b>ACTUAL</b>  11  13  14

### Strategic Objective 3: Table 3

<b>OBJECTIVE 3:</b> Civil Society and Government are More Effective Partners in Governance <b>APPROVED:</b> 1998 (State 195477) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>SUB-INTERMEDIATE RESULT:</b> More Effective Resolution of Disputes by Targeted Government Units (IR 3.2.3)			
<b>INDICATOR:</b> Number of cases settled through ADR			
<b>UNIT OF MEASURE:</b> Kisutu court civil cases  <b>SOURCE:</b> Kisutu Court civil case records  <b>INDICATOR DESCRIPTION:</b> Number of cases settled through ADR.  <p>A principal constraint to judicial effectiveness is the delay in hearing civil court cases. ADR, which is normally used as an alternative to litigation in the U.S., can include mediation, arbitration, and case evaluation. In Tanzania, mediation is being adopted by the courts to combat the backlog of undecided cases. Moving cases out of the formal court system into ADR will decrease the overall caseload in the formal court system making the overall judicial system more responsive to the needs of Tanzanian citizens.</p> <b>COMMENTS:</b> <p>The December evaluation of the program documented that the software for tracking the use of ADR through a computerized case flow management system was flawed and did not generate sufficiently useful data; hence the discrepancy between actuals reported in 1997 and 1998. The numbers reported for 1998 are cases settled through the use of ADR that the evaluation team could actually verify, although the team also pointed out that the numbers are probably higher.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)		0
	1996	50	74
	1997	87	114
	1998	100	102
	1999	113	

## **SO 4: Increased Micro and Small Enterprise Participation in the Economy**

**Summary:** This objective aims to stimulate employment growth and increase incomes in Tanzania through greater private sector participation in the economy – especially of micro and small entrepreneurs. USAID Tanzania's activities help the private sector to respond to opportunities created by economic reform currently underway in Tanzania and the East and Southern Africa regions. Direct beneficiaries are business associations and the 100,000 Tanzanian entrepreneurs who will receive assistance to improve their management capacity and access to credit. Those who derive jobs and incomes as a result of an expanding private economy are the indirect beneficiaries.

**Key Results:** The SO simultaneously influences the enabling environment while ensuring that an ever-increasing number of entrepreneurs effectively leverage an expanding pool of capital. There are four intermediate results: 1) Legal and regulatory reforms support new and existing businesses; 2) Sustainable financing provided to micro and small enterprises (MSEs); 3) Enhanced micro and small business management; and 4) Strengthened business associations. Gender equity and outreach outside of the capital city are emphasized.

**Performance and Prospects:** SO4 is on track; expectations were very nearly met for two indicators, and exceeded for two indicators. Evaluations of the Financial Enterprise Development (FED) and Investor Roadmap programs confirm that the business climate in Tanzania remains challenging and progress toward legal and regulatory reform is slow. Faster improvement is essential for full achievement of the SO and this will remain a significant challenge for the mission. Nevertheless, substantial progress continues to be made in improving access to financing and improving MSE management.

**IR4.1 Provision of sustainable financing to micro and small enterprises:** Two indicators measure this IR: "Levels of investment increase" and "Increased levels of employment in assisted firms". The target for investment for 1998 was \$5.5 million. The actual was \$5.4 million, up from \$3.7 million in 1997 (Table 4.1). It was anticipated that there would be 25% female participation; it actually was 38%, exceeding expectations. Outreach to rural areas showed 48% success, less than the targeted 73% which was probably too ambitious during a start-up year. The Social Action Trust Fund (SATF) and the Risk Management and Profit-Sharing Fund (RMPS), major USAID initiatives to sustainably increase capital available to entrepreneurs, became fully operational in 1998 contributing 50% of the capital disbursed and jobs created. These funds target firms with investment opportunities that are too small for bank or standard venture capital financing and too large for micro-credit. Loans to micro and small companies predominate.

The successful launch of the RMPS Fund has enabled USAID to reach many more female and rural entrepreneurs. FAME Consolidated Services, a female-owned firm that borrowed about \$10,000 to purchase equipment for its janitorial company, is typical. FAME had been primarily a government contractor, but government cut-backs had decreased these contracts by more than 50%. FAME needed to update its cleaning methods and equipment to meet higher international standards required to break into a new market - private banks. As a result of securing eight such contracts, FAME added 10 employees and increased its income. FAME, as well as all other RMPS clients, has made prompt payments on its loan.

Table 4.2 shows the increase in employment resulting from USAID activities where the target of 1,000 jobs created was exceeded. Of significance, and of great pride to the mission, is the large

number of women and rural people who were reached. Targets in both employment categories were exceeded by about 50%. Admittedly, the expectations were modest both because 1998 was the first full operational year for RMPS and SATF, and 1997 had seen significant declines. This success is attributed to the care with which these projects were launched. These organizations are being observed by banks and donors to determine the value of the RMPS model. If the current positive portfolio quality (100% repayment) is maintained, other institutions will be more inclined to serve this market niche.

**IR4.2 Legal and regulatory reforms support new and existing businesses:** USAID support to achieve this IR focused on efforts to ratchet up the dialogue between the government and the private sector about next steps in legal and regulatory reform pursuant to issues and recommendations contained in the Investor Roadmap.

This work outlined the specific procedural impediments which continue to stifle investment in Tanzania. It has been the catalyst for generating a new awareness, and an active and engaged dialogue between donors, the private sector and the GOT to find creative solutions to these bottlenecks. The Public Service Reform Program (PSRP) provides the framework for systemic change to make government more responsive to its customers - including investors. The PSRP has specifically identified the Investor's Roadmap reform effort as an element of its Strategic Plan for 2003. Part of the mission challenge for 2001 and beyond is to assist the PSRP to put this plan into operation.

Meanwhile, due to USAID and other donor activities, there have been notable improvements in specific procedures for establishing and operating a business (Table 4.3). For example, there was a 4.25 month decrease in average number of months to commence business operations; down from 26 months in 1997 to 21.75 months in 1998, although slightly short of the target of 20 months.

Since 1992, USAID has supported the BOT to accomplish the shift from serving as an "all-purpose bank" to the role of central bank and regulator. The BOT has determined that government should not engage in micro-finance lending, that it will endeavor to privatize all such operations in-country with BOT as regulator and facilitator. In an unusual partnership, the BOT, Members of Parliament, the private sector, NGO's, USAID and other donors have worked together to develop a Policy Framework for MicroFinance – which will be the first such national policy worldwide. This policy is aimed at placing rural and microfinance in Tanzania on a sound path by ensuring that all participants in the emerging industry have clear and effective guidance. It should help Tanzania avoid many of the pitfalls that have hindered development of rural and microfinance in other countries.

**IR3: Enhanced micro and small enterprise (MSE) management:** The objective of this IR is to improve business performance, capacity and competitiveness – especially for women and indigenous Tanzanian entrepreneurs. The indicator chosen to measure this is "Person days of micro and small entrepreneurs trained in fee-based business skills workshops and other USAID funded private enterprise activities." Performance has far exceeded expectations in 1998 with results more than double that anticipated (Table 4.4). Even more impressive is the 54% participation by women as against the expected 37%. This was accomplished by contracting more women training mobilizers, lowering the cost of courses and by targeting a female-dominated rural enterprise sector - seaweed farming. Targets for training of people in rural areas fell somewhat short; 31% as opposed to 55% of the total, yet still reasonable when viewed against the cost of covering a country as large as Tanzania. To increase the number of rural people trained in the future, performance-based contracts have been signed with four Tanzanian business development companies explicitly committed to

reaching entrepreneurs in neglected townships outside of Dar es Salaam.

USAID's success with this SO is clearly demonstrated by the outstanding accomplishments of The Business Centre. Adhering to an exit strategy emphasizing capacity building nation-wide, The Business Centre closed after five years of operation. The skills of nearly 100 consultants that provide market-oriented business advisory services were upgraded and eighty-five people were trained to deliver specialized business management training. Two companies were created which operated on a full cost recovery basis for the last 6 months of 1998: Finance and Enterprise Development Associates--a for-profit business advisory services company and Enterprise Development Centre-- a not-for-profit training firm. Other functions went to two other new companies: Private Sector Initiative-- a non-profit which has entered into partnership with ACDI/VOCA to develop rural cooperative enterprises and Junior Achievement Tanzania an NGO seeking to serve Tanzania's youth by mobilizing resources from growing numbers of multinationals and other large firms.

**Possible Adjustments to Plans:** In 1998 USAID conducted several sectoral analyses, a gender analysis and an evaluation of our core project (Finance Enterprise Development) in order to determine the best strategy to achieve the objective. Preliminary results indicate that this SO should focus more on both urban and rural (agriculture-based) enterprise development, as the most effective way to further employment and economic growth. We will also closely monitor and adjust as needed our innovative programs in provision of capital. A closer partnership with the GOT is being developed which will likely result in additional initiatives in legal and regulatory reform. A revised RF and PMP will be completed in 1999.

**Other Donors:** Donor coordination in assistance to the private sector is strong. USAID confers regularly with other donors on a range of topics including business development assistance, strategies to work with business associations, and microfinance policy and practice. USAID chairs the donor working group on private sector development and its subcommittee on microfinance. Other donors respect the calibre of our analyses and look to our successful implementation strategies as models.

**Major contractors, grantees or agencies:** Partners include Development Alternatives, Inc. as the prime contractor for The Business Center which terminated January 1, 1999. The 8(a) firm of Gardiner, Kamy Associates is conducting Bank of Tanzania in-country training. The Investor Roadmap is done under contract to The Services Group.

## Strategic Objective 4: Table 1

Strategic Objective 4: Increased Micro and Small Enterprise Participation in the Economy									
Approved: 5/2/97									
Country/Organization: USAID/Tanzania									
Result Name: Provision of Sustainable Financing to Micro and Small Enterprises									
Indicator: Levels of Investment Increase									
Units of Measure: US\$ millions, actual, female participation and locale disaggregated									
Source: Data from USAID supported projects' management information systems: Social Action Trust Fund (SATF), Risk Management & Profit-Sharing Fund (RMPS), Tanzania Venture Capital Fund (TVCF) and Southern Africa Enterprise Development Fund (SAEDF).									
Indicator Description: Investments include direct loans with or without collateral; quasi-equity instruments and other types of financial papers as follows (US\$ millions): SATF 2.2, RMPS .5, TVCF 1.1 and SAEDF 1.6. All capital funds provided by USAID except TVCF where USAID provided operating support only.									
Comments: 1997 is the baseline year for gender disaggregation. Female participation is the percentage of female ownership in all enterprises. A 45% increase in women's participation was planned for 1998 and each program worked to increase the number of women-owned or co-owned businesses accessing these credit and equity facilities. One method used to reach these goals was to target successful clients of micro-finance institutions - a large percentage of which are women. As a result, we exceeded last year's female participation rate by over 100%. We expect to continue to have about one third female participation in 1999 but increase this figure to 50% by year 2000 as women who "graduate" from micro credit programs will increasingly access RMPS and SATF funds. Rural participation is the total share of investment made in areas outside of Dar es Salaam. In 1998 the share of investment in rural areas decreased as the numbers of investments increased substantially from four in 1997 to 34 in 1998. The average investment size decreased which indicates greater access to emerging entrepreneurs.									
	Year	Planned Total	Actual Total	Plan % Female	Actual % Female	Plan Amount Rural	Actual Amount Rural	Plan % Rural	Actual % Rural
	1994 (B)	2	2.9	n/a	n/a	1.5	2.1	75%	72%
	1995	2	0.7	n/a	n/a	1	0.7	67%	100%
	1996	1	1.1	n/a	n/a	1	0.9	100%	82%
	1997	3.5	3.7	n/a	17.5%	2.5	2	71%	54%
	1998	5.5	5.4	25%	38%	4	1.9	73%	48%
	1999	5.2		32%		2.6		50%	
	2000	6.5		50%		4.5		69%	
	2001	7.8		50%		5.4		69%	



## Strategic Objective 4: Table 2

Strategic Objective 4: Increased Micro and Small Enterprise Participation in the Economy											
Approved: 5/2/97											
Country/Organization: USAID/Tanzania											
Result Name: Provision of Sustainable Financing to Micro and Small Business											
Indicator: <b>Increased levels of Employment in Assisted Firms</b>											
<b>Source:</b> Data from USAID supported projects' management information systems: The Business Center, Private Sector Initiative, Social Action Trust Fund, Risk Management & Profit-Sharing Fund.											
<b>Units of Measure:</b> Actual Numbers with female participation and rural locale disaggregated											
<b>Indicator Description:</b> The numbers represent gross number of jobs created in assisted enterprises, e.g. drivers, mechanics, cooks, out-growers, tailors, etc. Female and rural participation calculated as percentage of total # of jobs. Part time labor defined as 1/2 job; seasonal labor defined as 1/4 job. Data was not collected on jobs saved when capital was made available to companies that would otherwise shut down. Including these numbers would no doubt increase the number of jobs generated by provision of capital..											
<b>Comments:</b> Increased employment in firms that have received finance and/or training indicates that the investment in capital or training has resulted in a sufficiently high return. While use of finance or training does not always result in an increased payroll, on balance, USAID investments in finance and training should stimulate business formation and growth, thereby creating jobs.											
	Year	Plan Total	Actual Total	Plan # Female	Actual # Female	Plan % Female	Actual % Female	Plan # Rural	Actual # Rural	Plan % Rural	% Rural
	1994 (B)	290	459	90	139	31%	30%	230	359	79%	78%
	1995	610	434	210	134	34%	31%	370	210	61%	48%
	1996	2,100	1,841	700	661	33%	36%	800	770	38%	42%
	1997	4,800	372	1,900	188	40%	51%	2,500	372	52%	100%
	1998	1,000	1,116	300	641	30%	58%	400	877	40%	77%
	1999	2,100		1,200		57%		900		43%	
	2000	3,000		1,700		57%		1,100		37%	
	2001	3,600		2,040		57%		1,320		37%	

### Strategic Objective 4: Table 3

<b>Strategic Objective 4:     Increased Micro and Small Enterprise Participation in the Economy</b>				
Approved:    5/2/97				
Country/Organization:    USAID/Tanzania				
Result Name:     Legal & Regulatory Reforms Support New and Existing Business				
Indicator: <b>Average Months to commence business operations decrease significantly</b>				
<b>Units of Measure:</b> Months				
<b>Source:</b> Data from USAID Investor Roadmap Studies		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Indicator Description:</b> Average delay to commence business operations is based on an analysis which shows that no procedures have become worse for investors and the following three procedures have improved as indicated. For this rating period, on average it took three months less to connect a new phone line, one month less to obtain a Class A work permit and about one week less to get customs clearance for goods. Improvements in these or other processes will help achieve future targets.  <b>Comments:</b> A range of other improvements have been documented which impact specific sectors such as a decrease in time for approval process for mining rights (reduced from 6-8 months to 3 months in 1998). Targets move Tanzania toward the average time for business start-up in comparable countries which have undertaken Investor Roadmap analysis.		1997 (B)		26
		<b>1998</b>	<b>20</b>	<b>21.75</b>
		1999	13	
		2000	9	
		2001	5	

**Strategic Objective 4: Table 4**

Strategic Objective 4: Increased Micro and Small Enterprise Participation in the Economy											
Approved: 5/2/97											
Country/Organization: USAID/Tanzania											
Result Name: Enhanced Micro and Small Business Management											
Indicator: Person days of micro and small entrepreneurs trained in fee-based business skills workshops and other USAID-funded private enterprise activity											
Units of Measure: Number trained times number of days trained, with female participation and locale disaggregation											
Source: Data from USAID supported project’s management information systems											
Indicator Description: One person trained in a 3-day course equals 3 person-days. Training is comprised of classroom training in business management and marketing skills, US-based experiential training, on-site technical training for product improvement, etc.											
	Year	Plan Total	Actual Total	Plan # Female	Actual # Female	Plan % Female	Actual % Female	Plan # Rural	Actual # Rural	Plan % Rural	Actual % Rural
	1994 (B)	1,222	1,442	322	139	26%	10%	319	359	26%	25%
	1995	1,901	2,248	455	134	24%	6%	735	210	39%	9%
	1996	3,585	4,145	885	661	25%	16%	1,905	770	53%	19%
	1997	6,000	7,839	1,800	2,193	30%	28%	3,700	4,565	62%	58%
	1998	6,000	14,776	2,200	7,947	37%	54%	3,300	4,638	55%	31%
	1999	6,700		1,700		25%		3,400		51%	
	2000	4,400		2,200		50%		2,000		45%	
	2001	5,280		2,640		50%		2,400		45%	

## **SO 5: RURAL ROADS IMPROVED IN A SUSTAINABLE MANNER**

**SUMMARY OF THE SO:** The purpose of this SO is to improve regional and district roads in a manner which can be sustained through the collaborative efforts of Government, private sector and rural communities of Tanzania. Rural districts in Tanzania are the hub of agricultural production and home to 80% of the country's 30 million people. Improving rural roads in a sustainable manner is expected to lower transport costs, and improve year-round access to markets, thereby enhancing incentives for agricultural production, leading to increased food security, social well being and economic growth. Principal beneficiaries and ultimate customers are the residents in the 20 selected districts where roads will be improved who will benefit from easier access to markets, schools, and health service centers. Additionally, over 1,000 small local private contractors and consultants will receive both direct and indirect assistance in the management and execution of road rehabilitation and maintenance contracts.

**Key Results:** Principal results necessary to achieve the SO are: decentralization of road operations in 20 districts by the year 2003, private contractors responsible for rehabilitating and/or maintaining 80% of district roads, increased participation of local communities in road maintenance and the availability of adequate and regular road maintenance funds from local resources.

**PERFORMANCE AND PROSPECTS:** The SO is on track. All SO and IR indicators met or exceeded expectations. Table 5.1 illustrates that the SO level results are already being achieved in 1998 despite the newness of the district road program. Although road rehabilitation is not yet complete (see IR 5.2), a preliminary impact survey identified reductions in the cost of transport of 45% on these district roads. Furthermore, the preliminary data indicates that average daily traffic has increased by over 100% and vehicle operating costs have been reduced by 15% to 20%.

Last year USAID reported on the severity of the damages done to bridges, culverts, and entire sections of roads as a result of the El Nino floods. In response, in 1998, \$1 million of OFDA funds and another \$ 1 million in local currency from USAID's existing portfolio were utilized to repair 25 bridges, culverts and numerous sections of roads and embankments. USAID's timely response to the GOT request for emergency assistance has helped protect our investments and accomplishments achieved earlier in the program.

With regard to prospects, SO5 will be achieved within the 7-year planning period if adequate OYB funds are made available as approved in the CSP, i.e., \$3 million per year. Actual levels for SO5 have been in the range of \$2 million per year. If this reduced level continues the targeted results of SO5 will have to be revised accordingly. However, the Mission is also exploring the possibility of Tanzania being included in the Africa Food Security Initiative (AFSI), which provides funding for rural road rehabilitation and maintenance to enhance food security. If indeed this materializes, the downward revision of SO5 targets will not be necessary.

**IR5.1 - Road rehabilitation and maintenance decentralized to district level.** USAID exceeded its planned performance target for decentralizing road rehabilitation and maintenance to the district level. As indicated in Table 5.2, road rehabilitation and maintenance operations were not decentralized to the district level in 1997. By the end of 1998, the processes of bid document preparation, tendering, award and supervision of district road rehabilitation and maintenance contracts are emanating from the district engineers' offices. The progress of decentralization is thus on track in 5 districts, one more than the 4 districts planned. In the coming years the program will be extended to the remaining 15 districts of the program.

**IR5.2 - Private contractors maintain/rehabilitate rural roads.** The Mission's success in

involving the participation of the private sector in road maintenance and rehabilitation warrants special note. As indicated in Table 5.3, during the 1997 baseline year, private contractors were not involved in the maintenance and rehabilitation of district roads. In 1998, 200 kms of district roads, under five contract packages valued at \$2 million in total, were awarded to local private contractors and the work is nearly 70-80% complete. This high level of involvement of the private sector constitutes 60% of all district roads rehabilitated/maintained during 1998 as compared to a planned 15%. The willingness of district officials to support private contracting is a direct result of this program's capacity building and the long and successful track record of USAID's previous program at the regional level. If the program is as successful in other districts, the participation and role of the private sector in road maintenance and rehabilitation should continue to exceed the targets.

**IR5.3 - Roads Fund used for rural roads.** In 1998, the GOT made available the planned \$30 million for road maintenance from the Roads Fund. This was a noted improvement over 1997 where there was a substantial shortfall in the resources actually spent for road maintenance (\$25 million versus a target of \$35 million). Also, through the concerted and intensive efforts of donors, including USAID, working with the GOT, an essential Parliamentary Act was passed in November 1998 that provides the necessary legal and institutional framework to protect the Roads Fund from diversion to non-road maintenance activities and to manage road maintenance on commercial principles. The future availability of resources from the Roads Fund for road maintenance in an adequate and timely manner is critical to the sustainability of this road program.

**IR5.4. - Increased community involvement in road maintenance.** Bridge and road repair work is ongoing involving local communities, district councils and USAID. Contributions from local communities, district councils and USAID to this collaborative exercise have been in the range of 25%, 25%, and 50%, respectively. During 1998, the local community and district council contributed \$200,000 as compared to the \$100,000 that was planned. Prior to SO5 activities, local communities and district councils were involved in road and bridge repair and maintenance but in an ad-hoc fashion. SO5 has systematized the valuation of community labor and formal agreements are now made between district councils and the district engineers for the performance of the work. The fact that the contribution target was exceeded by 100% is a very positive sign that district councils and local communities are willing to engage in road maintenance ensuring long term sustainability of the road program. With regard to gender, women account for 50% of the community participation. Based on the enthusiasm of the communities currently seen and experienced at the district level, the involvement and participation of communities will continue and increase in future years.

**Possible Adjustments to Plans :** No adjustments are anticipated at this stage.

**Other Donor Programs:** The top five donors in rank order providing funds for district roads are: the United States, Denmark, Switzerland, United Nations Development Program (UNDP), and the World Bank. UNDP, Denmark and Switzerland are assisting the GOT in the rehabilitation and maintenance of roads in 15 of the 100 districts of the country at a combined funding level of \$ 2 million per year. The GOT is providing \$3 million per year from the Roads Fund for the maintenance of roads in the 100 districts of the country. All donor road assistance is coordinated through the Integrated Roads Program (IRP), which has proven to be a good forum for donor coordination. Sixteen donors are providing \$100 million per year for the governments overall road program.

**Major Contractors and Grantees:** Local private road construction firms, the Ministry of Works (MOW), the Prime Ministers Office( PMO) and various local community groups at the regional and

district level.

## Strategic Objective 5: Table 1

<b>OBJECTIVE 5:</b> Rural Roads Improved in a Sustainable Manner <b>APPROVED:</b> 1996 (State 180452) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>RESULT NAME:</b> Rural roads improved in a sustainable manner (Objective level)			
<b>INDICATOR:</b> Reduction in the average transport cost of goods.			
<b>UNIT OF MEASURE:</b> percent	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> USAID/MOW baseline and impact survey/study.  <b>INDICATOR DESCRIPTION:</b> Percent reduction in transport costs (\$ per ton-km) on those roads rehabilitated /improved during a given year.  <b>COMMENTS:</b> Data is being collected on a yearly basis starting in 1997 for district roads. 1990-1999 data relates to regional roads. In 1997, the cost of transport used for the baseline data on district roads was \$0.65 per ton-km. In the 1998 preliminary impact survey, this cost of transport was found to be \$0.29 per ton-km - a reduction of 45%.		<b>Regional Level</b>	
	1990 (B)		0
	1995	25 - 40	40
	1996	25 - 40	75
	1997	25 - 40	40
	1998	25 - 40	30
	1999	25 - 40	
	<b>District Level</b>		
	1997 (B)		0
	1998	30 - 60	45
	1999	30 - 60	
	2000	30 - 60	
	2003	30 - 60	

## Strategic Objective 5: Table 2

<b>OBJECTIVE 5:</b> Rural Roads Improved in a Sustainable Manner <b>APPROVED:</b> 1996 (State 180452) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>RESULT NAME:</b> IR 5.1 Roads Rehabilitation and Maintenance Decentralized to regional and district levels.			
<b>INDICATOR:</b> Number of regions and districts where decentralized road rehabilitation/maintenance work is operating.			
<b>UNIT OF MEASURE:</b> Qualitative assessment of number of regions and districts considered decentralized and having capacity to execute road contracts.  <b>SOURCE:</b> USAID/GOT reviews of systems in regions and districts.  <b>INDICATOR DESCRIPTION:</b> Decentralized means a transparent tendering system is in place and district engineers have capacity to execute road contracts. <b>COMMENTS:</b> By 1996 all 20 regions in the country had instituted decentralized systems at the regional level. Beginning in 1997, it is planned to introduce the decentralized systems in districts. By the year 2003, all 20 districts in four regions where USAID's program is operating will have instituted a decentralized system with a capacity to maintain district roads.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	<b>Regional Level</b>		
	1990 (B)		None
	1995	13 regions	14 regions
	1996	16 regions	20 regions
	1997	20 regions	20 regions
	1998	20 regions	20
	1999	20 regions	
	<b>District Level</b>		
	1997 (B)		None
	1998	4 districts	5
	1999	8 districts	
	2000	12 districts	
	2003	20 districts	



### Strategic Objective 5: Table 3

<b>OBJECTIVE 5:</b> Rural Roads Improved in a Sustainable Manner <b>APPROVED:</b> 1996 (State 180452) <b>COUNTRY/ORGANIZATION:</b> USAID/Tanzania			
<b>RESULT NAME:</b> IR.5.2 Increased rehabilitation/maintenance of rural roads by the private sector.			
<b>INDICATOR:</b> Rural road rehabilitated and/or maintained by private contractors as percent of total in regions and districts where USAID's program is operating .			
<b>UNIT OF MEASURE:</b> % <b>SOURCE:</b> IRP/MOW reports.  <b>INDICATOR DESCRIPTION:</b> numerator = Kms rehabilitated/maintained by private sector; denominator = Total kms rehabilitated/maintained in the districts. <b>COMMENTS:</b> Planned data relates to new district level road activities. 1990-1999 data relates to regional roads.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
		<b>Regional Level</b>	
	1990 (B)		None
	1995	70%	75%
	1996	80%	95%
	1997	95%	95%
	1998	95%	95%
	1999	95%	
		<b>District Level</b>	
	1997 (B)		0%
	1998	15%	60%
	1999	30%	
	2000	50%	
	2003	80%	

## **USAID/TANZANIA R4 2001**

### **Part III. Resource Request**

For FY2001, the Mission is requesting an OYB of \$26M--the level approved in the 1996 CSP which established program levels from 1997 – 2003. Additionally, USAID/Tanzania is requesting \$3.96M for its FY2001 OE level (\$432,000 over the OE target level of \$3.5M).

#### **Program Request of \$26M:**

USAID/Tanzania has continually operated at a level less than what was approved in the CSP. In FY98, the USAID program operated with an OYB of \$21.635M, and for FY99 and FY2000, the programs have been established at \$21.65M and \$23.15M, respectively. Despite these lower-than-approved OYB levels, the program is achieving significant impact. Strong alliances have been developed between USAID/T's public and private sector partners contributing to the program's successes. However, at an OYB of \$26M, these alliances coupled with strong linkages and synergies between objectives would result in greater development impact in Tanzania.

The total OYB request is \$26M with the following allocations per objective:

S01: \$11M   S02: \$4M   S03: \$4M   S04: \$4M   S05: \$3M

is still appropriate for Tanzania considering the country's development challenges in all sectors and the program's strategic importance within the foreign policy framework.

#### **Pipeline Analysis:**

Across the portfolio, current pipelines (as of 9/30/98) are within the forward funding guidelines except for Environment (S02) strategic objective. Expenditures under the bilateral portion of this program were very low in the beginning. USAID subsequently signed two Cooperative Agreements (CAs) with the World Wildlife Fund and African Wildlife Fund and one grant with Africare. Since September 1998, these three grantees have increased their expenditures by almost 300%, bringing the total SO2 pipeline down by almost \$1M in 3 months. If this current level of expenditures is maintained—and the Mission expects that it will be--the pipeline will be reduced by 9/30/99 to a level within the forward funding guidelines. For the future, based on planned obligations and expenditures, all SOs will be within the forward funding guidelines through FY 2001.

#### **Resource Allocation Decisions:**

Resource allocations are based on program design as laid out in the 1996 CSP and remain valid as none of the Mission's 5 strategic objectives are poor performers. However, the program must continually be revised to meet Tanzania's development challenges. The Health SO (SO1) and Democratic Governance SO (S03) have revised Results Frameworks and will finalize their

Performance Monitoring Plans (PMP) this year. S01 revised its RF at the IR level and is in the process of finalizing documentation for approval within the Mission. The S03 RF was presented and approved in last year's R4. The Environment (S02) and Private Sector (S04) objectives are presently being reviewed for possible revision this year.

#### **FY 2001 OE Request of \$3.96M:**

The FY2001 OE request level is \$432,000 over the target level of \$3.53M. This amount is composed of an increased trust fund ceiling of \$135,000 and an increased request of \$297,000. The trust fund ceiling increase request is necessary to cover an anticipated 20% FSN salary increase. Please note that the Mission is not requesting additional funding, only an increased trust fund ceiling. The increased funding request of \$297,000 is the funding necessary to cover approximately \$72,000 in costs accompanying an additional USDH. (In FY 2000, the Mission is requesting an FTE for a Contracting Officer). Additionally, in FY2000, the Mission is requesting funding to cover the costs of hiring its own PSC guards to bolster Mission and residential security. The \$225,000 is the amount necessary to cover expected salary costs of these PSC guards in FY 2001. In sum, because the OE request level consists of a trust fund ceiling increase request, (no funding required), costs associated with an additional USDH and the hiring of PSC guards for security reasons, these costs will be necessary regardless of the Mission's increased program level request of \$26M.

#### **Managing for Results:**

The Mission's strategic objectives have been designed at the CSP level of \$26M, allocated as follows: S01: \$11M, S02: \$4M, S03: \$3M, S04: \$4M, and S05: \$3M. In the event the Mission does not receive its approved level of \$26M, depending on the magnitude of the reduction, the Mission would implement measures ranging from reduction in program activities to merging strategic objectives. As a last resort, if the OYB request were drastically reduced, the Mission would consider dropping objectives. All of these actions would result in correlated reductions in staff. Further, regardless of the program levels received for FY 2001, the Mission will still require the additional OE funding of \$432,000--the majority of the request being hiring of PSC guards for security reasons. Security concerns have heightened globally reflected in increased funding requirements for security enhancements; unfortunately, USAID/Tanzania knows all too well, the importance of adequate security. These Agency-wide additional OE security-related costs tend to make development programs more expensive. The Africa Bureau will have to decide where sustainable development missions will be retained and at what cost.

## USAID/TANZANIA R4 2001

### Part IV. FY 2001 Operating Expense and Workforce Request Narrative

**Narrative Summary:** USAID/Tanzania is a sustainable development mission consisting of ten (10) teams - Mission management, four (4) Support teams, and five (5) Strategic Objective (SO) teams. The SO teams implement five (5) strategic objectives in health, environment, democratic governance, private sector, and rural roads.

On August 7, 1998, a bomb exploded in the American Embassy in Dar es Salaam setting off a chain of events that has affected USAID Tanzania both programmatically and operationally.

USAID/Tanzania incurred costs this year that were not planned for in our OE budget and has added a Special Objective under our Strategic Objective Support Team entitled "Suffering of Tanzania Bomb Victims Reduced and Local Disaster Response Capacity Enhanced."

The Mission will continue to operate under its current structure of 10 teams consisting of 9 USDHs, 1 IDI, 72 OE locally hired staff, 15 program-funded staff, 1 TAACS advisor and 1 Fellow. This is consistent with the levels presented in last year's R4. The Mission's workforce of 15 program-funded and 72 OE-funded staff is the basic core number necessary to implement the program and achieve results.

**OE Bomb Related Requirements:** Assistant Administrator for Management, Terrence Brown, accompanied by a management team from the Office of Security and the Africa Bureau, visited Dar es Salaam in late January, 1999 to assess Mission security requirements and discuss the future location of USAID/Tanzania. As a result, it was decided that USAID/Tanzania would co-locate with the American Embassy once the new building was constructed in FY 2003. The Foreign Buildings Operation (FBO) Team on the ground in Tanzania was told to include USAID in its plans for a new Embassy and that funding would be addressed in Washington. However, USAID will have to make a firm commitment to fund these building costs with FBO in order for USAID/Tanzania's requirements to be included in FBO's Request for Proposal which will be published in early April this year. This action request is reflected in the cover memo.

Security Upgrades to Current USAID Office Building. Once the decision to co-locate with the Embassy in 2003 was made, the management assessment team turned to the task of addressing security concerns at the current office building until such time that we co-locate. We are currently housed in commercial office space which requires the following security enhancements: mylar film for all internal glass, observation cameras outside the building, walk through metal detector and package x-ray machine for the lobby, vehicle drop bars to control access to the street, guard booths at both ends, trained guard staff to manage and screen area for car bombs and ram barriers to the front of the building. Discussions are taking place with the tenants of the office building, the Tanzanian Government and the other Embassies on this block regarding controlled access to the street where the USAID office building is located. Costs to adequately secure the office building are estimated at \$339,000 and are reflected in the FY2000 request level. It is important to note that if USAID cannot adequately secure the present office building, the Mission will come under substantial

pressure from Senior Post Management to find an alternative secure location until the final move is made to the new Embassy compound. Such a move would undoubtedly be more costly assuming adequate space could be found.

Director's Residence The USAID-owned residence for the USAID/Tanzania Mission Director is located next door to the former US Embassy that was destroyed in the bomb attack. The Director's residence was also severely damaged by the bomb blast. The destruction to the house was extensive including overall structural damage to the house. Reconstruction and renovations to the property have been estimated at roughly \$500,000 which include architectural services, construction contract, materials and supplies, replacement generator, security equipment and other security enhancements such as renovations to the perimeter walls.

**Trust Funds:** USAID/Tanzania's locally hired staff are funded out of local currency trust funds. At an annual level of almost \$1,000,000 the Mission reported last year that its trust funds would be exhausted in FY2000. However, in July, 1998, USAID/Tanzania successfully negotiated with the Government of Tanzania the transfer of 90% of un-programmed interest earned from NPA local currency generations to the OE trust fund account. At the time of the negotiation, the un-programmed earnings amounted to \$1.2 million, but is continually earning interest in a fixed deposit account. Based on mission analysis, USAID/Tanzania presently has sufficient trust funds to fund FSN salaries through FY2002. However, USAID/Tanzania still needs a firm decision on whether or not USAID/W will commit to augment OE appropriated dollar budgets beginning FY2003 by almost \$1 million once trust funds are depleted in FY2002. This action request is reflected in our cover memo.

**Year 2000:** In September 1998, the USAID/Tanzania Mission was declared as the first Y2K compliant mission in Africa by a technical assistance team from M/IRM. Mission network servers are fully upgraded, desktop computers replaced, software upgraded and staff trained. The Executive Office continues to monitor the other systems/software used in the Mission that are either Nairobi based, RAMC Paris, or IRM/Washington based. Cuff records are kept in the controller's office should the MACs system in Nairobi not be ready by 2000. A new AT&T telephone system that meets Y2K requirements has been installed as well as photocopy and fax equipment. Mission houses and the office building are equipped with generators that can handle the load should there be a power outage.

**ICASS:** This year's ICASS bill was approximately half the cost of what was budgeted. This anomaly is due to the large amount of long term TDY assistance at post to help the Embassy with post bomb related work. As a result, there were more agencies, (e.g. FBO, FBI, DAO, etc.) sharing in the ICASS costs which substantially reduced USAID's portion of the costs. However, this lower ICASS bill is only temporary as the Embassy will increase its staff size by 13 USDH positions and an as yet undetermined amount of FSN support positions. Although USAID takes the minimum amount of services required from ICASS, USAID still has very little control over ICASS costs and bloated staffing. This year, the Mission was able to successfully negotiate a reduction in the bill for information management services saving USAID thousands of dollars. Bomb and security related agencies will eventually leave post resulting in higher ICASS costs for the remaining agencies. For

this reason, it is critical that USAID retain, and continues to budget at, the previous ICASS level of \$200,000.

**OE Budget and Workforce Tables:** The Mission's portfolio aims to achieve results for five strategic objectives at an OYB of USD \$ 23.2 million and USD 26 million for FY2000 and FY2001, respectively. In order to provide proper oversight, management and accountability of its program, USAID/Tanzania will require the OE budget request levels reflected in the attached tables.

**FY99 OE Budget and Workforce:** The Mission's OE and Workforce levels for FY99 are straightlined with a budget of approximately \$2.6 million in appropriated dollars (including \$200k for ICASS costs), \$ 925k in trust funds (payments for locally hired staff salaries) for a total OE budget level of \$3.525 million. However, the mission was forced to absorb bomb related costs into the FY99 OE budget which includes a 15% unique work conditions allowance for FSNs over a period of six months (a Trust Fund expense), supplemental R&Rs for all USDH and lease costs for a temporary house for the Mission Director. This was at the expense of other items on our procurement budget including a badly needed replacement water truck.

The workforce tables represent exactly what was planned in our last FY2000 R4 document. The 72 FSNS currently on board staff our four support teams - Strategic Objective Support, Controller, Executive Office and Program. One Project Development Officer position and the Deputy Director's position were deleted allowing the Mission to better allocate its USDH positions around our strategic objectives and keep within our ceiling. The Mission has successfully recruited a USDH Democratic Governance Officer and a Private Enterprise Officer to meet our program needs. Also as proposed, the Mission increased its program funded staff from 6 to 15. Our core teams are now staffed as planned and with the relocation to our new office building, all 15 program funded positions are co-located and working 100% on respective strategic objectives.

**FY2000 Target OE Budget:** The \$3.525 million dollar budget is straightlined in current dollars from the FY99 level. This level includes anticipated ICASS costs of \$200,000 and an FSN salary increase of 20%. However, since the 15% unique work conditions allowance will not be continued, the overall net increase for FSN salaries was only 5%. Staffing levels are straightlined.

**FY2000 Request OE:** The USAID request of \$4.768 million includes funding necessary to support an additional USDH - a Contracting Officer, funding for rebuilding and renovations to the Director's residence, security improvements to our current office building, lease costs for Director's temporary residence, a water truck, and increased costs associated with switching to local PSC guards for improved security.

Guard Contract for Residential and Office Building Security Another major security issue covered with the Management Team from Washington is our local guard contract with Ultimate Security which is very expensive for the quality of guard services received. Even though the contract is costly, the Guards are very poorly paid and demoralized. They have been the source of written and verbal threats regarding our personal safety because of their poor working conditions. They have also been the source of theft and attempted break-ins for several years. Incidents include, but are not

limited to: theft of the Mission Director's car, repeated thefts of generator fuel at various residences and most recently, theft of over \$13,000 in NXP. At our office building, the guards are not always alert and are often found downstairs, outside during evenings and weekends. A spot check done on the Ultimate Guards in the fall of 1997 at our residences revealed many problems, including lack of training and equipment which threaten our personal security. This information was provided in a written report to Ultimate Security and to the Regional Security Officer. In fact, repeated complaints to the company as well as the Regional Security Officer both past and present have not resulted in any improved performance.

In light of the recent bombing, our problems with this guard contract are even more profound. Local staff at USAID repeatedly point out to us that our guards are our greatest vulnerability. A \$5.00 bribe to any of them could compromise our safety at any time, any location. In the absence of an acceptable alternative, USAID advocates changing to PSC guards hired and managed directly by the USG. This has been proposed to the Embassy but they have not been seized by the issue. We intend to pursue this through the ICASS council and have budgeted for this scenario now. This amounts to an additional \$185,000 above the normal budgeted amount of \$255,000.

**FY2000 Workforce:** Our level remains straightlined at 72 OE funded positions and 15 program funded positions - the level needed to staff our teams and implement our program. However, as stated in our R4 last year, our FY2000 request includes a USDH Contracting Officer position raising our USDH ceiling to 10 plus 1 IDI.

Given the size and nature of our program and the growing number of contracting actions per year, we feel strongly that the Mission would operate more efficiently and effectively with our partners if a full time contracting officer were on board. Regional Contracting Officers in Nairobi are stretched and have a difficult time meeting the demands of the missions they support away from Nairobi in addition to their increasing workload from the Kenya and REDSO missions. The summer months before the end of fiscal year procurement are often the most stressful with contracting staff at the bare minimum in Nairobi as they try to take their much needed leave as well. With the additional supplemental funding for bomb victims and infrastructure repair as a result of the bombing disasters in Kenya and Tanzania, the contracting staff are being pulled away for ever increasing demands from these additional programs. Good, accurate, timely contracting methods and accountability are even more at risk.

**FY2001 Target OE Budget and Workforce:** The \$3.525 million dollar budget continues to be straightlined in current dollars from the FY99 level. This level includes a straightlined dollar level of \$2.6M (which includes anticipated ICASS costs of \$200,000) and a straightlined trust fund ceiling of \$925,000. The trust fund ceiling will cover a 5% FSN salary increase but will be inadequate to cover an anticipated 20% increase. To deny our FSN staff any increase in salary would cause great morale problems and possible attrition as we continue to lose the competitive edge in the labor market.

**FY 2001 Request:** The request level of \$3.957 million dollar is \$432,000 over the target level. This amount is comprised of \$297,000 in appropriated dollars and an increased trust fund ceiling of

\$135,000. The dollar increase of \$297,000 is needed for those costs associated with an additional USDH Contracting Officer (\$72,000) and with continuation of PSC guards for security purposes (\$225,000). The trust fund ceiling increase is needed to cover a 20% salary increase for FSNs - the Mission has adequate trust funds to cover this anticipated salary increase - additional funding is not required at this time.

**Conclusion:** The operating expense request level budgets reflect the minimum funding necessary to support achievement of results in Tanzania. With the exception of the addition of a USDH Contracting Officer, the increased request levels for FY2000 and 2001 are directly related to the bombing of August 7, and as such, were not only unforeseen but are now unavoidable expenses for the Mission. Also of concern is the future of our FSN staff once the Mission no longer has trust funds to cover their salary costs. 2002 will be the last year of trust funds which pay the salaries of our locally hired staff. A commitment must be made to fully fund the salaries in the out years (at least \$1,000,000 annually) if USAID/Tanzania is to continue operating as a sustainable development mission.



# FY 1999 Budget Request by Program/Country

Program/Country:

TANZANIA

05-Apr-99  
03:54 PM

Approp Acct: DA/CSD  
Scenario

S.O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1:		Increased Use of Family Planning (FP) and Maternal and Child Health (MCH) and HIV/AIDS Preventive Measures														
	Bilateral	6,750						1,620	1,300	400	3,430				8,000	12,550
	Field Spt	4,000						2,230	1,100	100	570				3,500	5,500
		10,750	0	0	0	0	0	3,850	2,400	500	4,000	0	0	0	11,500	18,050
SO 2:		Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management Practices in Tanzania														
	Bilateral	0											0		5,550	4,120
	Field Spt	2,500											2,500		3,000	4,550
		2,500	0	0	0	0	0	0	0	0	0	0	2,500	0	8,550	8,670
SO 3:		Civil Society and Government are More Effective Partners in Governance														
	Bilateral	2,150												2,150	2,000	4,050
	Field Spt	0												0	0	0
		2,150	0	0	0	0	0	0	0	0	0	0	0	2,150	2,000	4,050
SO 4:		Increased Micro and Small Enterprise Participation in the Economy														
	Bilateral	3,750	2,500		1,250										3,000	5,000
	Field Spt	0	0		0										0	0
		3,750	2,500	0	1,250	0	0	0	0	0	0	0	0	0	3,000	5,000
SO 5:		Rural Roads Improved in a Sustainable Manner														
	Bilateral	2,500		2,000	500										4,100	3,550
	Field Spt	0													0	0
		2,500	0	2,000	500	0	0	0	0	0	0	0	0	0	4,100	3,550
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		15,150	2,500	2,000	1,750	0	0	1,620	1,300	400	3,430	0	0	2,150	22,650	29,270
Total Field Support		6,500	0	0	0	0	0	2,230	1,100	100	570	0	2,500	0	6,500	10,050
TOTAL PROGRAM		21,650	2,500	2,000	1,750	0	0	3,850	2,400	500	4,000	0	2,500	2,150	29,150	39,320

FY 99 Request Agency Goal Totals	
Econ Growth	6,250
Democracy	2,150
HCD	0
PHN	10,750
Environment	2,500
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	14,750
Dev. Assist ICASS	
Dev. Assist Total:	14,750
CSD Program	6,900
CSD ICASS	
CSD Total:	6,900

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2000 Budget Request by Program/Country

Program/Country:

TANZANIA

05-Apr-99

03:54 PM

Approp Acct: DA/CSD  
Scenario

S.O. # , Title		FY 2000 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00	
Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G					
SO 1: Increased Use of Family Planning/Maternal and Child Health (FP/MCH) and HIV/AIDS Preventive Measures																	Year of Final Obligation:	
Bilateral	8,900						2,700	2,200	500	3,500					8,500	12,950		
Field Spt	2,000						1,200	500	300	0					4,000	3,500		
	10,900	0	0	0	0	0	3,900	2,700	800	3,500	0	0	0		12,500	16,450		
SO 2: Foundation Established for the Adoption of Environmentally Sustainable Natural Resources Management Practices in Tanzania																	Year of Final Obligation:	
Bilateral	2,000											2,000			3,340	2,780		
Field Spt	1,800											1,800			2,500	3,850		
	3,800	0	0	0	0	0	0	0	0	0	0	3,800	0		5,840	6,630		
SO 3: Civil Society and Government are More Effective Partners in Governance																	Year of Final Obligation:	
Bilateral	2,500													2,500	3,400	3,150		
Field Spt	0													0	0	0		
	2,500	0	0	0	0	0	0	0	0	0	0	0	2,500		3,400	3,150		
SO 4: Increased Micro and Small Enterprise Participation in the Economy																	Year of Final Obligation:	
Bilateral	3,000	2,000		1,000											4,200	3,800		
Field Spt	0	0		0											0	0		
	3,000	2,000	0	1,000	0	0	0	0	0	0	0	0	0	0	4,200	3,800		
SO 5: Rural Roads Improved in a Sustainable Manner																	Year of Final Obligation:	
Bilateral	2,950		2,000	950											4,000	2,500		
Field Spt	0		0	0											0	0		
	2,950	0	2,000	950	0	0	0	0	0	0	0	0	0	0	4,000	2,500		
SO 6:																	Year of Final Obligation:	
Bilateral	0			0											150	0		
Field Spt	0			0											0	0		
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150	0		
SO 7:																	Year of Final Obligation:	
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
SO 8:																	Year of Final Obligation:	
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Bilateral		19,350	2,000	2,000	1,950	0	0	2,700	2,200	500	3,500	0	2,000	2,500	23,590	25,180		
Total Field Support		3,800	0	0	0	0	0	1,200	500	300	0	0	1,800	0	6,500	7,350		
TOTAL PROGRAM		23,150	2,000	2,000	1,950	0	0	3,900	2,700	800	3,500	0	3,800	2,500	30,090	32,530		

FY 00 Request Agency Goal Totals	
Econ Growth	5,950
Democracy	2,500
HCD	0
PHN	10,900
Environment	3,800
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	16,150
Dev. Assist ICASS	
Dev. Assist Total:	16,150
CSD Program	7,000
CSD ICASS	
CSD Total:	7,000

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2001 Budget Request by Program/Country

Program/Country:

TANZANIA

05-Apr-99

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Approp Acct: DA/CSD  
Scenario

S.O. # , Title		FY 20001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased Use of Family Planning/Maternal and Child Health (FP/MCH) and HIV/AIDS Preventive Measure															Year of Final Oblig: 2003		
	Bilateral	9,000						3,200	1,900	300	3,600				8,500	13,450	
	Field Spt	2,000						900	500	200	400				3,000	2,500	
		11,000	0	0	0	0	0	4,100	2,400	500	4,000	0	0	0	11,500	15,950	11,000
SO 2: Foundation Established for the Adoption of Environmentally Sustainable Natural Resources Management Practices in Tanzania															Year of Final Oblig: 2003		
	Bilateral	2,900											2,900		3,020	2,660	9,500
	Field Spt	1,100											1,100		4,000	950	
		4,000	0	0	0	0	0	0	0	0	0	0	4,000	0	7,020	3,610	9,500
SO 3: Civil Society and Government are more Effective Partners in Governance															Year of Final Oblig: 2003		
	Bilateral	4,000												4,000	4,600	2,550	12,500
	Field Spt	0												0	0	0	
		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	4,600	2,550	12,500
SO 4: Increased Micro and Small Enterprise Participation in the Economy															Year of Final Oblig: 2003		
	Bilateral	4,000	3,000		1,000										5,000	2,800	15,000
	Field Spt	0	0		0										0	0	
		4,000	3,000	0	1,000	0	0	0	0	0	0	0	0	0	5,000	2,800	15,000
SO 5: Rural Roads Improved in a Sustainable Manner															Year of Final Oblig: 2003		
	Bilateral	3,000			3,000										3,000	2,500	10,700
	Field Spt	0			0										0	0	0
		3,000	0	0	3,000	0	0	0	0	0	0	0	0	0	3,000	2,500	10,700
SO 6:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		22,900	3,000	0	4,000	0	0	3,200	1,900	300	3,600	0	2,900	4,000	24,120	23,960	47,700
Total Field Support		3,100	0	0	0	0	0	900	500	200	400	0	1,100	0	7,000	3,450	0
<b>TOTAL PROGRAM</b>		<b>26,000</b>	<b>3,000</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>4,100</b>	<b>2,400</b>	<b>500</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>	<b>31,120</b>	<b>27,410</b>	<b>58,700</b>

FY 01 Request Agency Goal Totals	
Econ Growth	7,000
Democracy	4,000
HCD	0
PHN	11,000
Environment	4,000
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	19,100
Dev. Assist ICASS	
Dev. Assist Total:	19,100
CSD Program	6,900
CSD ICASS	
CSD Total:	6,900

Prepare one set of tables for each appropriation Account  
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For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 1999 Budget Request by Program/Country

Program/Country:

TANZANIA

05-Apr-99

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Approp Acct: ESF  
Scenario

S.O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SPO 6: Suffering of Tanzania Bomb Victims Reduced and Local Disaster Responsiveness Capacity Enhanced																
Bilateral	9,231			3,000							6,231			4,000	5,231	
Field Spt	0			0							0			0		
	9,231	0	0	3,000	0	0	0	0	0	0	6,231	0	0	4,000	5,231	
SO 2:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 3:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 4:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 6:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral	9,231	0	0	3,000	0	0	0	0	0	0	6,231	0	0	4,000	5,231	
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL PROGRAM	9,231	0	0	3,000	0	0	0	0	0	0	6,231	0	0	4,000	5,231	

FY 99 Request Agency Goal Totals	
Econ Growth	3,000
Democracy	0
HCD	0
PHN	6,231
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	3,000
Dev. Assist ICASS	
Dev. Assist Total:	3,000
CSD Program	6,231
CSD ICASS	
CSD Total:	6,231

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
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# FY 2000 Budget Request by Program/Country

Program/Country:

TANZANIA

05-Apr-99

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Approp Acct:  
Scenario

S.O. # , Title		FY 2000 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0			
SO 2:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 3:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 4:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 6:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:																Year of Final Obligation:	
	Bilateral Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

FY 00 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	0
Dev. Assist ICASS	
Dev. Assist Total:	0
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2001 Budget Request by Program/Country

Program/Country:

TANZANIA

05-Apr-99

03:51 PM

Approp Acct:  
Scenario

S.O. # , Title		FY 20001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1:															Year of Final Oblig: 2003		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2:															Year of Final Oblig: 2003		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															Year of Final Oblig: 2003		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															Year of Final Oblig: 2003		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															Year of Final Oblig: 2003		
	Bilateral	0														0	0
	Field Spt	0														0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 01 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	0
Dev. Assist ICASS	
Dev. Assist Total:	0
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

Workforce Tables

<b>USAID/TANZANIA</b> End of year On-Board								Total SO/SpO	Office of Dir	Fin. Mgmt	Admin. Mgmt	Pro- gram	SOS Support	All Other	Total Mgmt.	Total Staff
<b>FY 1999 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Office of Dir	Fin. Mgmt	Admin. Mgmt	Pro- gram	SOS Support	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	1	1	1	1	1		5	9
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1	1			2	2
Other FSN/TCN								0	1	10	53	2	3	1	70	70
Subtotal	1	1	1	1	0	0	0	4	2	11	55	4	4	1	77	81
<b>Program Funded 1/</b>																
U.S. Citizens	1		1	1				3							0	3
FSNs/TCNs	3	4	2	2	1			12							0	12
Subtotal	4	4	3	3	1	0	0	15	0	0	0	0	0	0	0	15
Total Direct Workforce	5	5	4	4	1	0	0	19	2	11	55	4	4	1	77	96
TAACS	1							1							0	1
Fellows	1							1							0	1
IDIs	1							1							0	1
Subtotal	3	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	8	5	4	4	1	0	0	22	2	11	55	4	4	1	77	99

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

<b>FY 2000 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Office of Dir	Fin. Mgmt	Admin. Mgmt	Pro- gram	SOS Support	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	1	1	1	1	1		0	0
Other U.S. Citizens								0							5	9
FSN/TCN Direct Hire								0				1	1		0	0
Other FSN/TCN								0	1	10	53	2	3	1	2	2
Subtotal	1	1	1	1	0	0	0	4	2	11	55	4	4	1	70	70
<b>Program Funded 1/</b>																
U.S. Citizens	1		1	1				3							0	3
FSNs/TCNs	3	4	2	2	1			12							0	12
Subtotal	4	4	3	3	1	0	0	15	0	0	0	0	0	0	0	15
Total Direct Workforce	5	5	4	4	1	0	0	19	2	11	55	4	4	1	77	96
TAACS	1							1							0	1
Fellows	1							1							0	1
IDIs	1							1							0	1
Subtotal	3	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	8	5	4	4	1	0	0	22	2	11	55	4	4	1	77	99

<b>FY 2000 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	1	1	1	1	1	1	6	10
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1	1			2	2
Other FSN/TCN								0	1	10	53	2	3	25	94	94
Subtotal	1	1	1	1	0	0	0	4	2	11	55	4	4	26	102	106
<b>Program Funded 1/</b>																
U.S. Citizens	1		1	1				3							0	3
FSNs/TCNs	3	4	2	2	1			12						12	12	24
Subtotal	4	4	3	3	1	0	0	15	0	0	0	0	0	12	12	27
Total Direct Workforce	5	5	4	4	1	0	0	19	2	11	55	4	4	38	114	133
TAACS	1							1							0	1
Fellows	1							1							0	1
IDIs	1							1							0	1
Subtotal	3	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	8	5	4	4	1	0	0	22	2	11	55	4	4	38	114	136

1/ Excludes TAACS, Fellows, and IDIs



Workforce Tables

<b>USAID/TANZANIA</b> End of year On-Board								Total SO/SpO Staff	Office of Dir	Fin. Mgmt	Admin. Mgmt	Pro- gram	SOS Support	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	1	1	1	1	1		5	9
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1	1			2	2
Other FSN/TCN								0	1	10	53	2	3	1	70	70
Subtotal	1	1	1	1	0	0	0	4	2	11	55	4	4	1	77	81
<b>Program Funded 1/</b>																
U.S. Citizens	1		1	1				3							0	3
FSNs/TCNs	3	4	2	2	1			12							0	12
Subtotal	4	4	3	3	1	0	0	15	0	0	0	0	0	0	0	15
Total Direct Workforce	5	5	4	4	1	0	0	19	2	11	55	4	4	1	77	96
TAACS	1							1							0	1
Fellows	1							1							0	1
IDIs	1							1							0	1
Subtotal	3	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>2</b>	<b>11</b>	<b>55</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>77</b>	<b>99</b>

<b>FY 2001 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	1	1	1	1	1	1	6	10
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1	1			2	2
Other FSN/TCN								0	1	10	53	2	3	25	94	94
Subtotal	1	1	1	1	0	0	0	4	2	11	55	4	4	26	102	106
<b>Program Funded 1/</b>																
U.S. Citizens	1		1	1				3							0	3
FSNs/TCNs	3	4	2	2	1			12						12	12	24
Subtotal	4	4	3	3	1	0	0	15	0	0	0	0	0	12	12	27
Total Direct Workforce	5	5	4	4	1	0	0	19	2	11	55	4	4	38	114	133
TAACS	1							1							0	1
Fellows	1							1							0	1
IDIs	1							1							0	1
Subtotal	3	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>2</b>	<b>11</b>	<b>55</b>	<b>4</b>	<b>4</b>	<b>38</b>	<b>114</b>	<b>136</b>

1/ Excludes TAACS, Fellows, and IDIs

# Workforce

MISSION :

USAID/Tanzania

## USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	1	1	1	1
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture				
11 Economics				
12 GDO				
12 Democracy	1	1	1	1
14 Rural Development				
15 Food for Peace				
21 Private Enterprise	1	1	1	1
25 Engineering				
40 Environment	1	1	1	1
50 Health/Pop.	1	1	1	1
60 Education				
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt		1	1	1
94 PDO	1	1	1	1
95 IDI	1	1	1	1
Other*				
<b>TOTAL</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>

Please e-mail this worksheet  
in either Lotus or Excel to:  
Maribeth Zankowski  
@hr.ppim@aidw  
as well as include it with  
your R4 submission.

\*please list occupations covered by other if there are any

Operating Expenses

Org. Title: TANZANIA Org. No: 21621 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	42	0	42	50	0	50	50	0	50	59	0	59	59	0	59
	Subtotal OC 11.3	42	0	42	50	0	50	50	0	50	59	0	59	59	0	59
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	FNDH	11	0	11	10	0	10	10	0	10	12	0	12	12	0	12
	Subtotal OC 11.5	11	0	11	10	0	10	10	0	10	12	0	12	12	0	12
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	FN PSC Salaries	0	925	925	0	925	925	0	925	925	0	925	925	0	1060	1060
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	0	925	925	0	925	925	0	925	925	0	925	925	0	1060	1060
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	120	0	120	120	0	120	150	0	150	120	0	120	150	0	150
12.1	Cost of Living Allowances	15.4	0	15.4	17	0	17	19	0	19	17	0	17	19	0	19
12.1	Home Service Transfer Allowances	2	0	2	2	0	2	7	0	7	2	0	2	2	0	2
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	15	0	15	18	0	18	18	0	18	18	0	18	18	0	18
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	15	0	15	20	0	20	20	0	20	22	0	22	22	0	22
12.1	Other FNDH Benefits	2	0	2	2	0	2	2	0	2	2	0	2	2	0	2
12.1	US PSC Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	97	0	97	100	0	100	100	0	100	110	0	110	110	0	110
12.1	Other FN PSC Benefits	90	0	90	90	0	90	90	0	90	90	0	90	90	0	90
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	356.4	0	356.4	369	0	369	406	0	406	381	0	381	413	0	413
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	50	0	50	50	0	50	50	0	50	50	0	50	50	0	50
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	70.5	0	70.5	20	0	20	33	0	33	20	0	20	20	0	20
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	35.5	0	35.5	38.3	0	38.3	38.3	0	38.3	85	0	85	85	0	85

Operating Expenses

Org. Title: TANZANIA Org. No: 21621 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	R & R Travel	39.7	0	39.7	30	0	30	30	0	30	10	0	10	20	0	20
21.0	Education Travel	15	0	15	15	0	15	15	0	15	15	0	15	15	0	15
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	15	0	15	15	0	15	15	0	15	15	0	15	15	0	15
21.0	Site Visits - Mission Personnel	45	0	45	45	0	45	45	0	45	35	0	35	35	0	35
21.0	Conferences/Seminars/Meetings/Retreats	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20
21.0	Assessment Travel	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20
21.0	Impact Evaluation Travel	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20
21.0	Disaster Travel (to respond to specific disasters)	15	0	15	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	40	0	40	40	0	40	40	0	40	40	0	40	40	0	40
Subtotal OC 21.0		405.7	0	405.7	333.3	0	333.3	346.3	0	346.3	350	0	350	360	0	360
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	120	0	120	50	0	50	70	0	70	50	0	50	50	0	50
22.0	Home Leave Freight	15	0	15	20	0	20	20	0	20	101.3	0	101.3	101.3	0	101.3
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	30	0	30	30	0	30	30	0	30	30	0	30	30	0	30
22.0	Transportation/Freight for Res. Furniture/Equip.	30	0	30	30	0	30	30	0	30	30	0	30	30	0	30
Subtotal OC 22.0		195	0	195	130	0	130	150	0	150	211.3	0	211.3	211.3	0	211.3
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	296	0	296	296	0	296	296	0	296	296	0	296	296	0	296
23.2	Rental Payments to Others - Warehouse Space	42	0	42	42	0	42	42	0	42	42	0	42	42	0	42
23.2	Rental Payments to Others - Residences	120	0	120	120	0	120	204	0	204	120	0	120	150	0	150
Subtotal OC 23.2		458	0	458	458	0	458	542	0	542	458	0	458	488	0	488
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	82	0	82	110	0	110	110	0	110	110	0	110	110	0	110
23.3	Residential Utilities	108.1	0	108.1	165	0	165	165	0	165	165	0	165	165	0	165
23.3	Telephone Costs	70	0	70	85	0	85	85	0	85	85	0	85	85	0	85
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	10	0	10	5	0	5	5	0	5	5	0	5	5	0	5
23.3	Other Mail Service Costs	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5
23.3	Courier Services	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 23.3		280.1	0	280.1	370	0	370	370	0	370	370	0	370	370	0	370
24.0	Printing and Reproduction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 24.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	50	0	50	30	0	30	30	0	30	30	0	30	30	0	30
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 25.1		50	0	50	30	0	30	30	0	30	30	0	30	30	0	30

Operating Expenses

Org. Title: TANZANIA Org. No: 21621 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	120	0	120	120	0	120	120	0	120	120	0	120	120	0	120
25.2	Residential Security Guard Services	135	0	135	135	0	135	320	0	320	135	0	135	360	0	360
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	18.7	0	18.7	20	0	20	20	0	20	20	0	20	20	0	20
25.2	Staff training contracts	20	0	20	10	0	10	10	0	10	10	0	10	10	0	10
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.2	299.8	0	299.8	291.1	0	291.1	476.1	0	476.1	291.1	0	291.1	516.1	0	516.1
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	200	0	200	205	0	205	205	0	205	205	0	205	205	0	205
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.3	200	0	200	205	0	205	205	0	205	205	0	205	205	0	205
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	15	0	15	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Residential Building Maintenance	20	0	20	113	0	113	113	0	113	0	0	0	0	0	0
	Subtotal OC 25.4	35	0	35	113	0	113	113	0	113	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10
25.7	Storage Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10
25.7	Vehicle Repair and Maintenance	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10
25.7	Residential Furniture/Equip. Repair and Maintenance	10	0	10	10	0	10	10	0	10	0	0	0	0	0	0
	Subtotal OC 25.7	40	0	40	40	0	40	40	0	40	30	0	30	30	0	30
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	100	0	100	106.1	0	106.1	106.1	0	106.1	106.6	0	106.6	106.6	0	106.6
	Subtotal OC 26.0	100	0	100	106.1	0	106.1	106.1	0	106.1	106.6	0	106.6	106.6	0	106.6
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	24	0	24	57	0	57	57	0	57	45	0	45	45	0	45
31.0	Purchase of Office Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Purchase of Vehicles	35	0	35	0	0	0	65	0	65	0	0	0	0	0	0
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	45	0	45	30.5	0	30.5	30.5	0	30.5	41	0	41	41	0	41
31.0	ADP Software purchases	23	0	23	7	0	7	7	0	7	10	0	10	10	0	10
	Subtotal OC 31.0	127	0	127	94.5	0	94.5	159.5	0	159.5	96	0	96	96	0	96

Operating Expenses

Org. Title: TANZANIA Org. No: 21621 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	339	0	339	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	500	0	500	0	0	0	0	0	0
	Subtotal OC 32.0	0	0	0	0	0	0	839	0	839	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL BUDGET	2600	925	3525	2600	925	3525	3843	925	4768	2600	925	3525	2897	1060	3957

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>700</u>		<u>725</u>		<u>725</u>		<u>750</u>		<u>750</u>
Exchange Rate Used in Computations	<u>680</u>	<u>680</u>	<u>680</u>	<u>680</u>	<u>680</u>	<u>680</u>	<u>680</u>	<u>680</u>	<u>680</u>

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

112 120 120 132 132

# TRUST FUNDS & FSN SEPARATION FUND

Orgno: 21621  
Org. Title: USAID/TANZANIA

## Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 200		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	112.0	0.0	112.0	120.0	0.0	120.0	132.0	0.0	132.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Unfunded Liability (if any)  
at the end of each FY.

## Local Currency Trust Funds - Regular (\$000s)

	FY 99	FY 2000	FY 2001
Balance Start of Year	1,848.4	1,026.6	132.8
Obligations	925.0	925.0	132.8
Deposits	103.2	31.2	0.0
Balance End of Year	1,026.6	132.8	(0.0)

Exchange Rate(s) Used 680.0

## Local Currency Trust Funds - Real Property (\$000s)

	FY 99	FY 2000	FY 2001
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Controller Operations

Org. Title: TANZANIA Org. No: 21621 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	FN PSC Salaries	0	160	160	0	192	192	0	192	192	0	230	230	0	230	230
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	0	160	160	0	192	192	0	192	192	0	230	230	0	230	230
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10
12.1	Cost of Living Allowances	2	0	2	1.7	0	1.7	1.7	0	1.7	1.7	0	1.7	1.7	0	1.7
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other FNDH Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	US PSC Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	15	0	15	20	0	20	20	0	20	25	0	25	25	0	25
12.1	Other FN PSC Benefits	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	52	0	52	56.7	0	56.7	56.7	0	56.7	61.7	0	61.7	61.7	0	61.7
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20



## Controller Operations

Org. Title: TANZANIA Org. No: 21621 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	17.3	0	17.3	17.3	0	17.3	0	0	0	0	0	0
21.0	R & R Travel	6	0	6	0	0	0	0	0	0	6	0	6	6	0	6
21.0	Education Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	15	15	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Site Visits - Mission Personnel	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5
21.0	Conferences/Seminars/Meetings/Retreats	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10
Subtotal OC 21.0		46	15	61	57.3	0	57.3	57.3	0	57.3	46	0	46	46	0	46
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Home Leave Freight	0	0	0	20	0	20	20	0	20	0	0	0	0	0	0
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Res. Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 22.0		0	0	0	20	0	20	20	0	20	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	30	0	30	30	0	30	30	0	30	30	0	30	30	0	30
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Residences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 23.2		30	0	30	30	0	30	30	0	30	30	0	30	30	0	30
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10
23.3	Residential Utilities	13	0	13	13	0	13	13	0	13	13	0	13	13	0	13
23.3	Telephone Costs	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Courier Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 23.3		28	0	28	28	0	28	28	0	28	28	0	28	28	0	28
24.0	Printing and Reproduction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## Controller Operations

[illegible]

Controller Operations

Org. Title: TANZANIA Org. No: 21621 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20
	Subtotal OC 26.0	20	0	20	20	0	20	20	0	20	20	0	20	20	0	20
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Purchase of Office Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Purchase of Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		235	175	410	260	192	452	260	192	452	233.7	230	463.7	233.7	230	463.7

**Additional Mandatory Information**

Dollars Used for Local Currency Purchases  
Exchange Rate Used in Computations

700  
680

680

700  
680

680

700  
680

680

700  
680

680

700  
680

680

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

15

20

20

25

25

## Accessing Global Bureau Services Through Field Support and Buy-Ins

MISSION/OPERATING UNIT: TANZANIA

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority*	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO.1 Increased Use of FP/MCH and HIV/AIDS Preventive Measures	JHU/IEC - 936-3052	High	3 years		350		350
	Pathfinder - 936-3062	High	1 year		0		0
	AVSC - 936-3068	High	3 years		400		400
	TAACS CEDPA - 936-5970	High	2 years		200		200
	FPLM - 936-3038.02	Medium	3 years		250		250
	FPMD - 936-3055	Medium	1 year		100		0
	CDC - 936-5994.08	Medium	2 years		100		100
	Measure DHS -936-3083.01	High	3 years		400		400
	Policy Project - 936-3078	High	3 years		200		300
SO.2 Foundation established for the adoption of environmental sustainable NRM practices in Tanzania							
	Environ Planning Mgt EPIQ - 936-5517	Medium High			1,300		0
	Coastal Resources Mgt - 936-5516	Medium High			500		400
	Partnership for Biodiversity - 936-5554	Medium High			0		700
<b>GRAND TOTAL</b>				0	3,800	0	3,100

\* For Priorities use high, medium-high, medium, medium-low, low

**Security Costs to Upgrade the Current USAID Office Building**

<b><u>Item</u></b>	<b><u>Qty</u></b>	<b><u>Price</u></b>	<b><u>Total</u></b>
Drop Bars	4	10,000	40,000
Shipping for Drop Bars	1	20,000	20,000
Metal Detector	1	4,000	4,000
Surveillance Cameras	3	2,500	7,500
PSC Guards for Added Requirements	15	5,000	75,000
Back Scanner X-Ray	1	75,000	75,000
Mylar Film	24	1,500	36,000
Installation of Mylar	1	2,500	2,500
Guard Booths - Ballistic	2	7,500	15,000
Ballards/Barriers	20	1,000	20,000
Windows	6	5,000	30,000
<u>Doors</u>	2	7,000	<u>14,000</u>
<b>FY 2000 Security Request/NOB</b>			<b>\$339,000</b>
<b>Additional Cost for PSC Guards if local Guard Contract is dropped</b>			<b>185,000</b>
<b>Total Security Costs for FY2000 Request</b>			<b>\$524,000</b>

**Annex A**
**USAID/Tanzania Environmental Review Status, Plans and Schedule**

ASSISTANCE ACTIVITIES	FY 98 and previous	FY 99	Comments
SO1: Increased Use of Family Planning/Maternal Child Health and HIV/AIDS Preventive Measures			
Family Planning Support Services	1991/2 Cat Ex.	Ended in FY 1998. No further action	A SOAG is anticipated in 1999.
Tanzania Aids Project	3/15/93 Cat Ex. 8/10/98 - amended to address issues	Prepare SO level IEE to incorporate new activities.	
SO2: Foundations Established for Adoption of Environmentally Sustainable Natural Resources Practices			
PERM	1995 Cat Ex and Neg Det with conditions. Environmental screening process completed by all PERM grantees, pending a SO level IEE.	Prepare a SO-level IEE based on revised SO2 Results Framework	Planned for April 1999.
TU-SUA	1995 Deferral. Environmental screening and review process completed by TU-SUA, pending a SO level IEE to resolve the deferral.		
Global Bureau Field Support	IEEs approved by G/ENV.		
SO3: Civil Society & Government are More Effective Partners in Governance			
Electoral Observation Support	8/24/95 Cat Ex.	Prepare new SO level IEE	
Democracy/Governance Initiatives	5/24/95 Cat Ex.		
SO4: Increased Micro and Small Enterprise Participation in the Economy			
Financial Enterprises Development	7/11/95 Cat Ex, Neg Det and EMEMP	Project ended CY 1998. New SOAG/SO-level IEE to be prepared.	SO-level IEE for investment guidelines.
SO5: Rural Roads Improved in a Sustainable Manner			
Agricultural Transport Assistance Program	8/18/88 Cat Ex, Neg Det and EA. 8/10/98 New IEE Cat Ex, Neg Det with conditions for roads rehabilitation.	Continue monitoring conditions as required by the IEE.	

**Note:** Based on our review the USAID/Tanzania portfolio is in compliance with reg .216. Ongoing efforts to resolve the only deferral (TU/SUA) will be completed in April 1999 as indicated in the table.

## **Annex B**

### **FY 2001 R4 - Updated Results Framework**

#### **SO 1: Increased use of family planning/maternal and child health (FP/MCH) and HIV/AIDS preventive measures**

IR 1.1 Policy and legal environment improved

IR 1.1.1 CSO advocacy increased

IR 1.1.2 GOT capacity to develop and implement policies strengthened

IR 1.2 Availability of quality services increased

IR 1.2.1 Provision of information and services increased

IR 1.2.2 Practitioners' skills and knowledge increased

IR 1.2.3 Sustainable effective management (cost-efficiency improved)

IR 1.3 Demand for specific quality services increased

IR 1.3.1 Customer knowledge of Reproductive and Child Health (RCH) including HIV/AIDS improved

IR 1.3.2 Social support for use of RCH improved

## **SO 2: Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management Practices in Tanzania**

IR 2.1 Policy framework for sustainable NRM established

IR 2.1.1 NRM-friendly policies and laws enacted

IR 2.2 Institutional and technical capacity for analysis built

IR 2.2.1 Results of testing lab synthesized and disseminated

IR 2.3 Appropriate NRM approaches and technologies identified, field tested and implemented in pilot areas

IR 2.3.1 Technologies and hypothesis tested in pilot areas

## **SO 3: Civil Society and Government are more effective partners in governance**

IR 3.1 Targeted CSOs effectively represent public interests to Government on selected issues

IR 3.1.1 Targeted CSO's capacity to more effectively represent public interests strengthened

IR 3.1.2 Consultative mechanisms promote public dialogue on selected issues

IR 3.1.3 More effective CSO resolution of conflict

IR 3.2 Targeted Government institutions are more responsive to public concerns on selected issues

IR 3.2.1. Capacity of selected Government units to apply customer/constituent service principles strengthened

IR 3.2.2 Consultative mechanisms promote public dialogue on selected issues

IR 3.2.3 More effective resolution of disputes by targeted government units



IR 3.3 The enabling environment supports CSO-Government partnership in governance

#### **SO 4: Increased Micro and Small Enterprise Participation in the Economy**

IR 4.1 Provision of Sustainable Financing to Micro and Small Enterprises

IR 4.2 Legal and Regulatory reforms support new and existing businesses

IR 4.3 Enhanced micro and small business management

IR 4.4 Strengthened Business Association

#### **SO 5 Rural Roads Improved in a Sustainable Manner**

R 5.1 Road rehabilitation and maintenance decentralized to regional level

IR 5.1.1 Roads rehabilitation and maintenance decentralized to regional and district levels

IR 5.2 Private contractors maintain/rehabilitate rural roads

IR 5.2.1 Rural roads rehabilitated and/or maintained by private contractors as percent of total in all regions and districts

IR 5.3 Roads Fund used for rural roads

IR 5.3.1 Total roads funds amount spent for rural roads

**SPO 6: Suffering of Tanzania Bomb Victims Reduced and Local Disaster Response Capacity Enhanced**

IR 1 Psycho-social, economic and health impact of bomb blast reduced

IR 2 Preparedness for future disaster enhanced

## Annex C

### Greater Horn of Africa Initiative (GHAI)

USAID/Tanzania's SOs strongly support both GHAI Principles and the GHAI Results Framework. Last year's R4 illustrated how the Mission's program adhered to the Principles. This year, the convergence between USAID/Tanzania's activities and GHAI Intermediate Results (IRs) is demonstrated.

#### USAID/T SO ACTIVITIES

#### GHAI IRs

<u>SO 1:</u> --Local radio show to improve child survival (C.S.) practice --C.S. training in GOT and NGO programs --Community-based training including C.S. practices -- Support for regional C.S. network	<u>IR 1.5:</u> Improved nutrition and child survival interventions
<u>SO 2:</u> --Improved natural resources management (NRM) impacting on bio-diversity in Kenya and Burundi --NRM CBOs have links to Kenya CBOs --Leads in regional coastal resources management policy development group --USAID program used as model in Kenya	<u>IR 1.6:</u> Improved collaboration in management of trans-national resources
<u>SO 3:</u> --Support to local media and CSOs to broaden public dialogue on potentially disruptive issues --Regional workshop held on Alternative Dispute Resolution --Advocacy for prohibition of female genital cutting in regions	<u>IR 2.1:</u> Response to conflict strengthened  <u>IR 2.2:</u> Effective regional mechanisms supported
<u>SO 4:</u> --Support to business associations to improve links with regional trading partners --Local for-profit center established to promote regional investment --Roadmap activity promotes government-private sector dialogue	<u>IR 1.2:</u> Reduction in barriers to regional trade  <u>IR 1.4:</u> Private sector involved in regional food security
<u>SO 5:</u> --Cross-border trade enhanced through improved road links --Support for regional transport reform	<u>IR 1.3:</u> Food needs met through enhanced regional capacities

In addition, USAID/T endorses several GHAI regional activities being implemented in Tanzania

which impact on the USAID bilateral program. These include the Burundi Peace Talks, cross-border trade studies, regional commodity information systems, the East African Transport Initiative, and PADIS (GHAI SPO3). Other relevant regional activities are FEWS, the African Dialogue Center, and the Leland Initiative.

**Natural Resources Management:** NRM SO2 illustrates how the theme of GHAI IR 1.6 is incorporated in the Mission's program. A unique partnership of Tanzania government and USG agencies, U.S. and Tanzanian universities, U.S. PVOs and local NGOs, which emphasizes African ownership, expects to achieve results with regional impact. Improved management in Tarangire and Lake Manyara will affect bio-diversity in Kenya, especially the Masai-Mara Park area, which is part of the greater Serengeti ecosystem. Similarly, improvements at Ugalla Game Reserve and its ecosystem, which is part of a migratory corridor, will impact on Burundi. Community-based conservation groups are sharing lessons with other programs in the region. AWF/Kenya is designing its program using USAID/T SO2 participation and partnering models. Links between Tanzanian and Kenyan NGOs are being strengthened. Tanzania has taken the lead in Coastal Resource Management policy development with Kenya and Mozambique, which will have a positive impact on fish migration from Somalia down to South Africa. Previous activities improved NRM in refugee-affected areas along the Burundi and Rwanda borders.

**Democracy/Governance:** To better understand Tanzanian stability to date and ascertain whether fault lines were emerging, the GHAI and SO3 teams undertook a Conflict Flashpoints Study. USAID/T, REDSO and Embassy staff collaborated to design a study that would have intellectual integrity while providing practical recommendations for USG interventions. A multi-disciplinary team of American and Tanzanian social scientists and development planners produced two first-rate reports. Major findings are: 1) Tanzania had taken specific steps to cultivate stability. These are no longer in place under political and economic liberalization. 2) Corruption is not a potential flashpoint in Tanzania, unlike Kenya, because no single ethnic group has a monopoly on benefits from this behavior. Corruption here affects almost all segments of society, and does not single out a specific group of "losers". 3) Underlying Christian-Muslim animosities may become a flashpoint.

The team selected five issues over which the Tanzanian political leadership is likely to have influence. These were: 1) land conflicts and property rights; 2) local governance; 3) social marginalization; 4) social cleavages; and 5) Zanzibar. A selection of the recommendations are noted below: upgrading the survey and land registry system, providing civic education on land issues, conducting a property rights appraisal; strengthening of civil society organizations (CSOs) generally and as mediators; encouraging constructive dialogue between the GOT and CSOs; undertaking an in-depth assessment of the education system; establishing an institute of conflict studies; creating a GOT conflict mediation unit; establishing a National Commission on Religious Accommodation; and renewing support to CSOs on Zanzibar.

The Mission's portfolio is being reviewed to determine whether the SO teams need to modify their programs to take into account the studies' findings and if/how programs can incorporate measures to reduce/mitigate tensions. The study revealed that the DG's strategy to promote CSOs and dialogue between the GOT and CSOs would not only promote good governance but would also help reduce conflict. Further, there is close convergence between two DG sub-IRs and the GHAI SO2. Due to the level of political tension on Zanzibar, the Embassy judged the Zanzibar report to be sensitive. It is restricted for internal USG use but may influence future actions on the island.

## **Annex D**

### **Special Objective Six (SPO6): Suffering of Tanzania Bomb Victims Reduced and Local Disaster Responsiveness Enhanced**

On August 7, 1999 almost simultaneous terrorist bomb attacks occurred at the U.S. Embassies in Dar es Salaam, Tanzania and in Nairobi, Kenya. The U.S. Congress determined that humanitarian assistance would be provided on an emergency basis to innocent bomb victims and passed a supplemental appropriation bill providing for \$9,231,000 of ESF assistance to Tanzania. USAID was informed that activities should be undertaken as expeditiously as possible and that they were to benefit the people in the countries where the terrorist attacks occurred.

In response to the bombing, SPO6: Suffering of Tanzania Bomb Victims Reduced and Local Disaster Responsiveness Enhanced was quickly designed. SPO6 has two Intermediate Results: IR. 6.1: Psycho-social, economic and health impact of bomb blast reduced; and IR. 6.2: Preparedness for future disasters enhanced. IR 6.1 has two components: a) direct assistance to bomb victims; and b) infrastructure rehabilitation.

#### IR.6.1a Assistance to Victims: approx. \$500,000

Through a grant to Plan International, a US registered international PVO, victims will be provided a range of assistance. They will also be provided a determined sum of money as a humanitarian gesture. Other assistance could include payment of hospital bills and school fees, purchase of medicines, purchase of school uniforms, books, etc., purchase of clothing or other household items, provision of funds to replace personal property damaged by the bomb, i.e. cooking pots, bicycles, electrical appliances, vehicles, etc. In some cases the victims or their families will have bought the items already and will just be reimbursed for them. (An additional \$184,000 has already been granted to Plan to begin these activities.)

#### IR.6.1b Rehabilitation/Repairs to Infrastructure: approx. \$2,800,000

Under this component, private house owners will receive USG contributions up to 100% for the cost of repairs to their properties and parastatal owners up to 50%. It is expected that locally or regionally procured materials such as cement, windows, roof tiles, paint, nails, etc. will be used. USAID will not do the purchasing but rather contribute towards the owners' cost of repairs.

To implement this activity a Kenyan firm with local affiliates will be hired to do some of the assessments and verification of costs. The firm selected is the same one assisting USAID/Kenya so there will be standardization of approaches. A local firm will be hired to assess whether or not the ex-Chancery building can be repaired. A local firm will also be hired to supervise the works undertaken and disburse the funds. The USG feels it is important to implement this component as quickly as possible so visible signs of the attack are minimized.

IR.6.2 Disaster Planning and Preparedness: approx. \$5,900,000

The Mission hopes to transfer the funds to the Centers for Disease Control (CDC) to implement this activity and is waiting for a proposal from them now. There are several activities to be conducted once a thorough needs assessment is undertaken which will review the emergency health and medical care and blood banking facilities at the five major referral hospitals as well as the training needs of first line workers to provide first aid and emergency care at the site of a disaster. Existing plans for disaster management training will be incorporated.

The program will then involve the following:

A. Procurement: Develop a list of appropriate equipment, including communications equipment, necessary for the upgrading of emergency care delivery, blood supply safety and disaster response at the targeted hospitals/health facilities and other institutions. Arrange for and monitor the procurement and delivery of the equipment to the targeted institutions.

B. Course Development: Develop in association with key Tanzanian institutions a training program in emergency health and disaster medical care and disaster management. The emergency health and disaster medical training program would include: specialized training in emergency medical care; first responder training and blood supply management.

C. Training: Identify appropriate training institutions to provide training and training-of-trainers. Provide technical assistance and funds to these Tanzanian institutions so that they will administer and conduct the disaster preparedness and response training programs for medical facilities, GOT offices, NGOs, and if appropriate the private sector.

D. Evaluation: Assess the effectiveness of the training program and the enhanced capacity of the target facilities to effectively respond to a disaster and make recommendations for any further

improvements that can be made.

CDC is likely to make agreements with either local NGOs or American PVOs and US and local training institutions to help implement the program. Should CDC for some reason choose to decline to undertake this activity, an American PVO would be selected.